



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Developing Managers

Developing Managers: Productivity, People and Performance

Explore everyday management through the 3P9C framework. Practise prioritising work, coordinating people and discussing performance, then choose a small management routine to improve with clear expectations, feedback and evidence from the team.



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 translate organisational priorities into work that people can actually deliver. Problems often arise between planning, coordination and follow-through, especially when pressure encourages constant firefighting. This workshop introduces a balanced management language and provides practice in making choices, setting expectations and supporting performance through a small number of dependable daily routines.

Participants explore the HR Delivery 3P9C Management Framework through realistic workload and people decisions. The day connects Productivity Management, People Management and Performance Management, helping each participant rehearse core conversations and draft an initial practice plan for one relevant management behaviour.

WHO IS IT FOR?

New or established line managers, supervisors, team leaders and HR or learning colleagues who support everyday management practice and want a structured introduction to the 3P9C framework.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- | | |
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| <p>01 Explain the management model</p> <p>Describe how the three domains and nine competencies connect organising work, supporting people and reviewing results in everyday management.</p> | <p>02 Prioritise feasible delivery</p> <p>Make a reasoned choice between competing requests using team capacity, deadlines, dependencies and the consequences of delaying lower-priority work.</p> |
| <p>03 Set clear expectations</p> <p>Translate a vague delegation request into an outcome, standard, authority boundary and review point that an employee can explain back.</p> | <p>04 Coordinate and support</p> <p>Identify a useful communication or coordination routine and adapt support to a colleague's capability, workload and current development needs.</p> |
| <p>05 Discuss performance evidence</p> <p>Practise a constructive conversation that compares work with agreed expectations, explores causes and makes improvement responsibilities clear to both parties.</p> | <p>06 Plan management practice</p> <p>Choose one observable management behaviour to strengthen, with a realistic practice opportunity, feedback source and evidence of its effect on work.</p> |

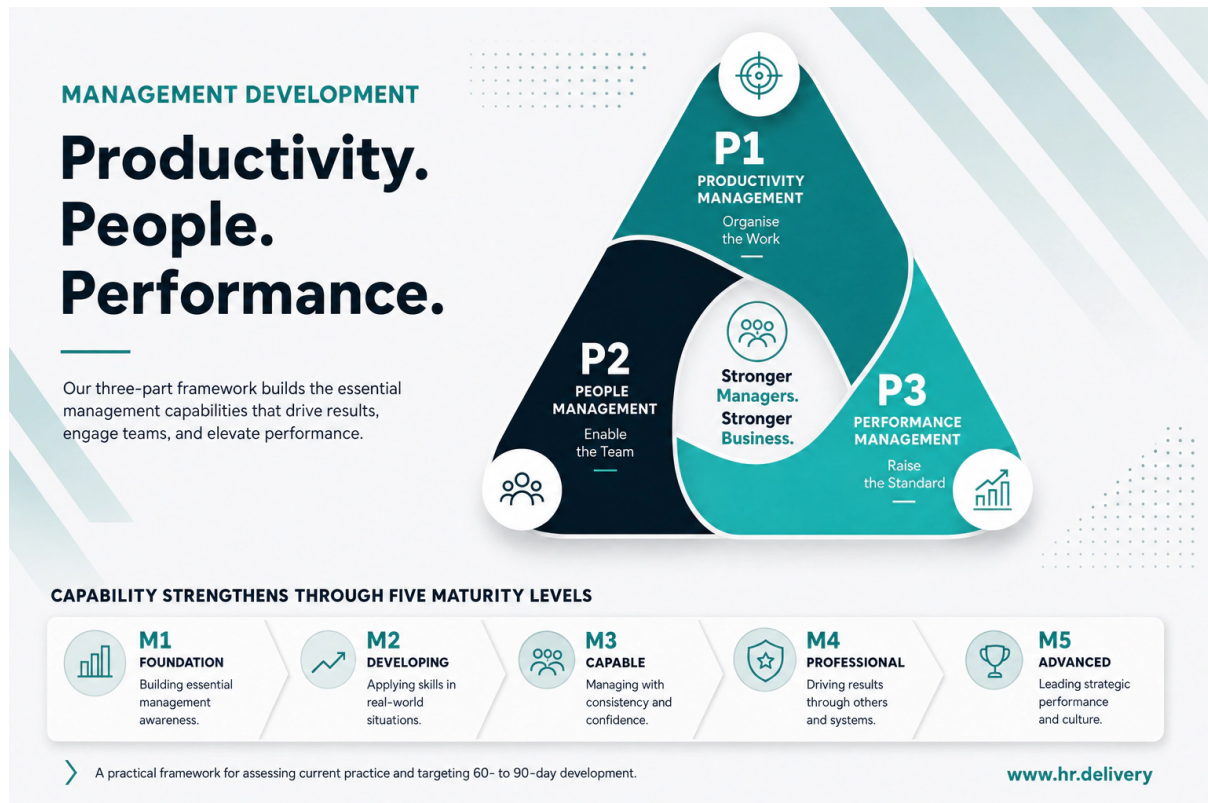
A useful first application

A one-day introductory practice workshop across the management framework. It does not deliver the full management development programme, formal competency assessment or specialist employee-relations training for complex performance cases.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery 3P9C Management Framework

Three domains organise nine competencies: Productivity Management covers planning, resources and execution; People Management covers communication, support and team management; Performance Management covers expectations, monitoring, accountability, feedback and improvement in everyday work.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Planning and resources

What can the team deliver well with its available capacity?

03 Team coordination

What do colleagues need to understand and coordinate their contributions?

05 Clear expectations

What outcomes, standards and ownership should guide the performance conversation?

02 Execution

Which commitments, dependencies and checks keep agreed work moving?

04 People support

What guidance, development or practical support does each person need?

06 Feedback and improvement

What evidence and dialogue will help improve the next performance?

The six workshop questions focus practice within the complete 3P9C model. They do not replace its nine competencies or constitute assessment scores; workplace examples and continued feedback are needed to understand a manager's development priorities.

[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 The overloaded team inbox

Teams receive competing work requests and limited staff availability. They agree priorities, explain what must wait and prepare a short message to the stakeholder whose request is delayed.

02 Delegation with a missing boundary

Pairs practise delegating a task, then receive a complication that tests authority and review arrangements. Observers identify which expectations were clear and which needed a better initial agreement.

03 The coordination breakdown

Participants trace a failed handover between capable colleagues. They design a short team routine that clarifies dependencies and updates without adding unnecessary meetings or shifting all responsibility to the manager.

04 Performance conversation rehearsal

Triads practise a conversation about repeated missed commitments. They use work evidence, explore barriers and agree an improvement action, then repeat the opening after specific feedback from the observer.

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

A team manager receives urgent requests from several senior colleagues while covering two absences. Work is allocated quickly, but employees interpret priorities differently and progress updates arrive late. A reliable team member has missed two handovers. The manager needs to restore clarity without taking every task back personally.

Groups rebalance the workload, prepare a delegation agreement and rehearse a performance conversation, showing how the three management domains support a coherent response to the case.

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 reality Map everyday management demands and identify how planning, people support and performance follow-through affect each other when the team is under pressure.
09:20-10:15	Explore 3P9C through work Connect the three management domains and nine competencies to the case, identifying evidence of effective practice and questions for further development.
10:15-10:30	Break
10:30-11:30	Prioritise and allocate capacity Work through the overloaded inbox, sequence commitments and explain trade-offs to stakeholders while considering the realistic capability and availability of team members.
11:30-12:30	Delegate and coordinate clearly Practise a delegation conversation with explicit outcomes, authority, support and review arrangements, then design a routine for a difficult team handover.
12:30-13:30	Lunch
13:30-14:30	Set expectations and review evidence Turn broad performance concerns into agreed standards and specific work examples, checking whether priorities, resources or management actions contributed to the gap.
14:30-14:45	Break
14:45-15:30	Practise feedback and improvement Rehearse a constructive performance conversation, listen to the employee's perspective and agree an improvement action with responsibilities and a review point.
15:30-16:10	Integrate the management response Present the combined workload, coordination and performance response, using peer feedback to remove contradictions and make the manager's own commitments explicit.
16:10-16:30	Choose one management routine Select a behaviour to practise in the coming month and identify the feedback, evidence and manager support needed to judge whether it helps.

Connect feasible work plans, practical people support and clear performance follow-through in everyday management decisions.

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 Three-domain management reference

A reference to the full 3P9C framework and nine competencies, connecting productivity, people and performance with the everyday decisions and conversations practised during the introductory workshop.

Use it to frame a focused discussion about management development.

02 Workload decision record

A case-based allocation of priorities and resources that records dependencies, delayed work and stakeholder communication, making the manager's trade-offs and capacity assumptions visible for review and challenge.

Use it to discuss what the team can realistically commit to.

03 Delegation agreement worksheet

A draft describing the outcome, standard, authority, support and review point for a task, revised after a role play reveals what the employee could reasonably understand and deliver.

Use it to delegate responsibility with clear support and boundaries.

04 Team coordination routine

An outline for one purposeful update or handover routine, specifying participants, information and escalation cues so colleagues can coordinate without relying on constant intervention from the manager.

Use it to strengthen a recurring connection between team members.

05 Performance conversation notes

A worked opening and action record linking expectations, observed work, the employee's perspective and improvement support, accompanied by feedback from an observed practice conversation.

Use it to prepare a constructive discussion of work performance.

06 Management practice plan

A focused record of one behaviour to practise, a suitable work situation, a feedback partner and evidence to review, including the manager's own commitments to support change.

Use it to test a better routine over the next month.

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.

Choose one recurring management situation and improve a single routine. Explain the change to the team, make your own responsibilities clear and ask for specific feedback. Review work evidence and team experience before deciding whether to extend the practice.

YOUR FIRST 30 DAYS

01

Days 1-7

Choose a management focus

Discuss the practice plan with your manager and select a recurring situation where change would help. Confirm the expected behaviour, team context and a colleague who can provide useful feedback.

02

Days 8-21

Practise with the team

Trial the chosen delegation, coordination or review routine in normal work. Explain its purpose, collect specific feedback and note whether priorities, capacity or your own follow-through affect its usefulness.

03

Days 22-30

Review the effect

Compare recent work examples and team feedback with the original problem. Identify what improved, take responsibility for unresolved management commitments and agree whether to continue, adjust or replace the routine.

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

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies relevant management expectations and local performance processes. Participants bring a sanitised example of competing priorities or a difficult delegation, plus a work routine they can reasonably practise and review during the month after the workshop.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

drphillip@hr.delivery

+974 7226 1481

Discuss your workshop

www.hr.delivery