

| Manager's Training Curriculum

Prerequisites

Communication Skills 101- [LINK](#)

You Belong Here: Diversity, Equity & Inclusion at HITT - [LINK](#)

Behavioral Interviewing (No work to be done [LINK](#) to updated content)

Curriculum

A single workbook will be developed for Manager to work through for all the below content.

1. Managers Essentials ([LINK](#) to Y drive of current content) *In-house development*
STEVE TO ADD
2. Coaching Conversations ([LINK](#) to review of current in-progress training)
Vendor currently in development
Activity: Workbook page with CLEAR worksheet for use by Manager
3. The 3 E's of Management: Emotional Intelligence, Empathy & Equity ([LINK](#) to Y drive of current content)-*Vendor Development ILT into OLT*

- Prework: EQ Assessment in workbook to determine the learner's current proficiency and where they should look to improve
- What is EQ? (understanding boundaries)
- What is Empathy? (Caring for your team)
- What is Equity as a Manager? (Know your team & understand their personal needs)
- Benefits of all of the above in management- need balance
- The Goal: Mentor Manager:

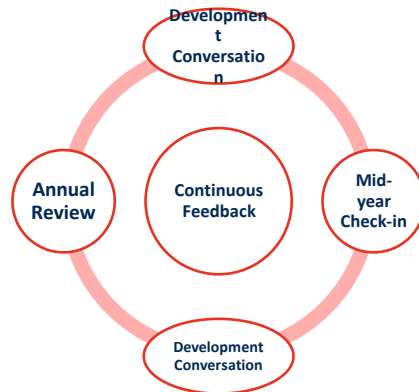
Type of Manager	Connection	Standards	Result for Team
Removed	Low	Low	Disengaged
Buddy	High	Low	Entitled
Controller	Low	High	Rebellion
Mentor	High	High	Respect

- How to get there: Psychological Safety
Activity: scenario-based: 3 team members have individual issues, learner has to decide how to handle these issues while being a Mentor Manager
Workbook Takeaway: What do you currently know about your team? Best practices for understanding more about their needs to lead to psychological safety

4. Team Member Development *In-house development – no current content*

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- Introduction of the Team Member Development Lifecycle



- Using the CLEAR method for conversations
- Annual Review
 - a. Share agenda
 - b. How to approach the conversation
 - c. 2-way conversation
 - d. Sandwich feedback- use CLEAR to make a plan to improve
 - e. Save compensation/promotion for the end
- Mid-year check-in
 - a. Meant to be a time to check on action plan
 - b. Review plan and progress to goals
 - c. Reset expectations, if needed (promotion readiness)
 - d. How can you help

Activity: Give an example of a year-end review- using CLEAR, plan out your Mid-year check-in conversation.
- Development Conversation
 - a. What is a development conversation?
 - b. Not everyone wants to be developed- that's okay
 - c. Not everyone will take the standard growth path
 - d. Balance between team member's wants & HITT's needs
 - e. Point to Career Development Resources Blueprint page
 - f. Introduction of the Individual Development Plan (IDP) *working title*
 - i. Stretch assignments/opportunities
 - ii. Network connections
 - iii. Visibility
 - iv. Mentor or shadowing options
 - g. Continuous Feedback: do not wait for a formal conversation to give feedback and growth

Activity: Using the IDP worksheet, develop your own IDP to review with your manager or mentor

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5. Navigating Conflict ([LINK](#) to Y drive current content) *Vendor Development ILT into OLT*

- Importance of healthy conflict in the workplace- utilize for best results
- Self-assessment on what kind of conflict you prefer: follow assessment & chart from current content
- Main goal: Collaborator i.e. healthy conflict
- Ensure behavior matches expectations from current content
- Focus on fair and equitable treatment, even in conflict
- Provide example of types with 3 scenarios shoot 'the office' style where we interview each person, then using CLEAR, learner will determine what to do

6. Addressing Performance Issues *In-house development ILT– no current content **NEED PARTNERSHIP WITH HR for Content***

- Coaching > Counseling > PIP > Termination
- Guidelines for partnership with HR- DE&I guidelines
- Importance of Documentation
- When/How to use a PIP
- Terminations

7. Manager Training Capstone

In-house development – no current content

- 2-hour workshop- done both in-person and on BlueJeans (TBD: could have one class or each or blended)
- Review key concepts, share examples/stories
- Discuss challenges that leaders may face when holding team member conversations
- Using last year's performance reviews (if applicable) develop an action plan on how to have Team member conversations with 2 or more team members using what they have learned.
- Learners will share one of their action plan with the group and discussions will be held on what they did well and what they could do better
- Learners will then get into groups of three to role play a mid-year review and a development conversation. Each person will take turns being the manager, the team member, or the observer (with observation sheet provided). They will then share out how the practice went.
- Each participant will leave with an action plan on how to have more effective team member conversations.