

Nuts & Bolts of Leadership & Management

September 24-26, 2010 • Hyatt Regency Cincinnati • Cincinnati, Ohio

Instructions for Your Defender Management Challenge Due September 10, 2010

1. Think of a management or leadership incident in your work. It should be a challenging interpersonal encounter. It may be an incident where you doubted your effectiveness or where you felt frustrated. For example, you may have tried to encourage different conduct from a staff member, or perhaps had a difficult time providing a helpful performance evaluation, and the outcome was less than satisfactory.

Ideas for choosing an incident for critical analysis may include: a past incident that you find puzzling or do not completely understand the outcome; a situation with a no-win outcome or an episode where choice of a different strategy may have resulted in a more favorable outcome.

2. Begin the description with a paragraph about the purpose of your intervention, the setting, the people involved and any other important background information.
3. Write a short paragraph about your strategy. Ask yourself: what were your objectives? how did you intend to achieve them? why did you select those goals and strategies?
4. Briefly describe the results.
5. Finally, write a few sentences on what you experienced as frustrating in the encounter.

In summary, your management challenge will have four parts:

- 1) Description
- 2) Strategy
- 3) Results
- 4) Frustrations

Keep your responses to two pages, typed. Management challenges should be sent no later than Friday, September 10, 2010 to Lynnae Johnson at l.johnson@nlada.org.

In the subject of your e-mail, please put “**Nuts and Bolts Management Challenge.**” While e-mail is preferred, you may also fax your assignment to (202) 872-1031. For questions about the substance of your management challenge, please contact Karl A. Doss, Director of Training and Professional Development, (202) 452-0620 ext. 244, k.doss@nlada.org.

Please bring twelve (12) copies of your management challenge to the conference in Cincinnati to share with other participants assigned to your small group. Thank you.