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AVANTI ACADEMY IN PRACTICE

Getting Things Done Through People

Management in practice

Workbook

Dr Jonathan Huish & Dr Amanda Milliner

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How to use this workbook

Each part of Getting Things Done Through People includes a short Try it activity. When the narration invites you to pause, turn to the matching sheet here and take ten minutes or so to work through it for your own role. There are no right answers. The point is to leave with something you will actually do. Keep your completed sheets: they make a useful record for supervision, appraisal or your personal development plan.

Part 1 · The Manager's Job on a Monday Morning

My Monday look

Take the working week ahead. Under four headings, the team, the work, my manager and my time, note what the week needs from you. Circle what only you can do, book the people time first, and send one line to your manager.

The team: who needs me this week, and for what?
The work: what must happen, what can wait, and what only I can decide?
My manager: what do they need from me, and is there any news to share early?
My time: which one to ones will I protect, and what will I say no to?
Friday check: what moved this week, and what ate it?

To reflect on: *When did your week last run you, rather than the other way round? What pulled you off course first, and what would you protect next time?*

One objective, one handover

Choose the priority your team is least clear about and rewrite it as an objective that passes the five tests. Then pick one decision that waits on you, match it to someone ready to own it, and write the handover line you will say to them this week.

The priority in plain words, as a resident or tenant would understand it:
My rewritten objective, and the test it was weakest on:
Why it matters, in a sentence my team would recognise as their own:
The decision I will hand over, and to whom:
The outcome, the limits, the check-in point and who else needs telling:

To reflect on: *Which decision currently waits on you that someone in your team could own, and what would you need to agree with them before handing it over?*

Two lists for my team

Write two lists for your team. On the first, put what people are dissatisfied with and what you can fix. On the second, put what would make the work itself more rewarding for each person. Then check the four Ts and plan one conversation for this week.

List one: what people are dissatisfied with, and what I can fix or explain:
List two: one thing that would make the work more rewarding for each person:
The four Ts: where could someone have a little more say over task, time, technique or team?
One specific piece of recognition I owe someone, and when I will give it:
The question I will ask in my next one to one:

To reflect on: *Think of one person in your team. What would make the work itself more rewarding for them, and when did you last ask them?*

Prepare one conversation

Choose the conversation you have been putting off. Write the situation, the behaviour and the impact in one line each, with no words about character. Write your opening line and say it aloud once. Then note the questions you will ask and when you will follow up.

The conversation, and how long I have been putting it off:
Situation: the specific moment I can name:
Behaviour: what I actually saw or heard:
Impact: what it affected, for the service, colleagues or residents:
My opening line, my questions, and when I will follow up:

To reflect on: *Which conversation have you been putting off longest, and what is it costing the person, the team and you while you wait?*

My performance rhythm

Map when each person in your team hears how they are doing. Choose one check-in to strengthen, and set a rhythm that suits the work. Then note one concern you have not yet raised, and one piece of good work you have not yet named.

For each person: when did they last hear, specifically, how they are doing?
The check-in I will strengthen, and the rhythm we will keep:
A concern I have noticed but not named, and the question I will ask about why:
Good work I have never named, and what I will say:
What I will write down after each conversation, and how I will share it:

To reflect on: *Is there a concern you have noticed in someone's work but not yet named? What would it take to raise it this week, kindly and plainly?*

My management practice plan

Choose three small habits: one for your week, one for your people and one for performance. For each, write the first step and when you will take it, what usually pulls you off course, and who will ask you how it is going.

Habit for my week, and my first step:
Habit for my people, and my first step:
Habit for performance, and my first step:
What usually pulls me off course, and what I will do when it happens:
Who will ask me how it is going, and when:

To reflect on: *Which management habit have you kept through a hard week recently, and which one slipped first? What would help the one that slipped to hold next time?*

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