Soft skills

Managing Contradictory Instructions

Produce more with fewer people, meet deadlines without compromising quality or safety, be autonomous but have everything approved: this half day helps managers recognise these contradictory instructions, name them and deal with them. They learn to raise a contradiction with facts, propose options for a ruling and protect their team without opposing their hierarchy head-on.

Duration : 0.5 day

Objectives

1. Identify the contradictory instructions in your daily work and tell them from normal tension between objectives
2. Analyse their effects on yourself and on the team: loss of bearings, stress, disengagement
3. Put a request for a ruling to your hierarchy, backed by facts and options
4. Turn a ruling obtained into clear instructions for the team

Programme

Half day

• Recognising a contradictory instruction: examples in production, logistics and services

• Effects on the manager and the team, and spontaneous reactions to avoid: absorb everything, refuse everything, pass it on unfiltered

• A four-step method: describe, measure the impact, propose options, ask for a ruling

• Role play: a throughput target and a quality control requirement that cannot both hold at the same workstation

• Preparing a request for a ruling on a real situation from each participant

Teaching methods

• Group listing of the contradictory instructions participants have experienced

• Analysis grid applied to a real situation from each person

• Role plays: asking a director for a ruling, then announcing the ruling to the team

• Peer discussions on the real room for manoeuvre of the middle manager

Assessment and documents

Knowledge test at the end of the session, post-training evaluation at D+1. Numbered training certificate, verifiable online, given to each participant; training report sent to the company.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

Good to know

To work more broadly on the relationship with your hierarchy, this module can be followed by “Working Effectively with Your Manager” or “Defending a Position and Standing Firm Under Pressure”.

Practical information

Duration	0.5 day
Audience	Frontline managers, middle managers, project leaders, cross-functional roles
Prerequisites	No prerequisites
Group size	Groups of 6 to 12 participants, in-company
Format	In-company, face to face on your site
Language	French, Darija or English; bilingual materials
Funding	OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost.
Programme customisation	Programme adapted to your procedures, your equipment and your audience

Frequently asked questions

Does this course teach you to refuse your hierarchy’s requests?

No. It teaches you to make a contradiction visible and to obtain a decision. The manager presents options and their consequences; their hierarchy rules, and they then translate that ruling for their team.

How is this different from “Prioritising: Urgent Versus Important”?

Prioritising puts compatible tasks in order. A contradictory instruction sets two requirements against each other that cannot both be met at once: a decision from a higher level is needed, which this half day teaches you to obtain.

Do the situations discussed stay within the group?

Yes. Participants choose the cases they bring and can make them anonymous. Peer discussions are more useful when everyone can talk freely about their constraints.