

Content Summary by Topic

Updated November 2021

Harvard ManageMentor® is an on-demand learning and performance support resource that delivers critical management skills when and where your leaders need them most. Harvard ManageMentor has the highest quality content—topics, videos, tools, and on-the-job activities—that engage and motivate learners. Harvard ManageMentor is fueled by the latest in thinking and proven practices from Harvard Business Publishing's world-class experts.

TOPIC STRUCTURE

LESSON: Each topic contains Lessons, which are comprised of Learn, Practice, and Reflect. Some Lessons only contain a Learn section.

PERFORMANCE GOAL: Performance-based skills tied to each Lesson.

LEARN: Learn presents the key concepts of the Lesson and reinforces them with polls, callouts, infographics, tools, and handouts. The Learn content also includes short videos featuring leading global business experts and executives.

PRACTICE: These activities provide an opportunity to practice skills and further reinforce the learning. There is one Practice activity per performance-oriented Lesson.

REFLECT: Reflect provides an opportunity for a learner to reflect on the key concepts in the Lesson.

ASSESSMENT: The multiple-choice, scenario-based test measures comprehension of the material and one's ability to apply it.

ON-THE-JOB: On-The-Job helps identify opportunities to apply and develop skills that will have the most impact for the learner and their organization.

ADDITIONAL FEATURES

DISCUSSION GUIDES: Managers use the Guides to lead team discussions about how the topic concepts apply to and can be used in their teams' work.

EDITOR'S CHOICE: Curated monthly from Harvard Business Review to bring timely and relevant articles to lessons.

FROM THE COLLECTION: Articles from Harvard Business Publishing experts and thought leaders.

QUICK-READ: The Quick-Read presents only the key concepts in a topic for a learner to review in approximately 20 minutes.

PODCASTS: Curated regularly from HBR to complement HMM lessons.

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
BUDGETING				
<p>LESSON 1 Understand Budgets and Budgeting</p>	<p>Understand Budgets and Budgeting: None</p>	<p>Opportunity vs. Cost in a New Market, Blythe J. McGarvie</p> <p>Budget Impacts, V.G. Narayanan</p>	<p>TOOLS AND HANDOUTS</p> <p>Worksheet for Negotiating Your Team's Budget</p> <p>Traditional & Alternative Approaches to the Budgeting Process</p> <p>How Departmental Budgets Coordinate with the Master Budget</p> <p>The Seven Steps of Creating an Operating Budget</p> <p>Four Main Capital Budgeting Techniques</p> <p>Revenue Variance Analysis</p>	<p>FROM THE COLLECTION</p> <p>Dynamic Forecasting: A Planning Innovation for Fast-Changing Times, Bjarte Bogsnes</p> <p>Corporate Budgeting Is Broken—Let's Fix It, Michael C. Jensen</p> <p>Note on Budget Formulation in Nonprofit Organizations, David W. Young</p> <p>Deciding How to Decide, Hugh Courtney, Dan Lovallo, and Carmina Clarke</p> <p>Note On Flexible Budgeting and Variance Analysis, David W. Young</p>
<p>LESSON 2 Develop an Operating Budget</p>	<p>Develop an Operating Budget: Assemble the elements of an operating budget</p>	<p>How Not to Lose Sleep Over Your Budget, Paul Biddinger</p> <p>Opportunity vs. Cost in a New Market, Blythe McGarvie</p> <p>Budgeting in an Uncertain Market, V.G. Narayanan</p> <p>Realistic Budgets, Jean Capizzi</p> <p>Use Bad News to Your Advantage, V.G. Narayanan</p>	<p>DISCUSSION GUIDES</p> <p>Preparing Accurate Sales Volume Forecasts</p> <p>Estimating Costs</p>	<p>Zero-based Budgeting Is Not a Wonder Diet for Companies, Daniel Mahler</p> <p>Your Agile Project Needs a Budget, Not an Estimate, Debbie Madden</p> <p>Four Ways to Improve Your Strategic Thinking Skills, Nina Bowman</p>
<p>LESSON 3 Prepare a Capital Budget</p>	<p>Prepare a Capital Budget: Create a budget for capital outlays</p>	<p>Adapt Your Budgeting Process for Dynamic Times</p> <p>Deciphering Cost Variance</p> <p>The Refresher: Net Present Value</p> <p>The Art of Contingency Planning, Brian Chase</p> <p>The Upside of Understanding Unit Costs, Bjarte Bogsnes</p> <p>Embrace Uncertainty, Bob Kaplan</p>		<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>
<p>LESSON 4 Understand Sensitivity Analysis and Variance</p>	<p>Understand Sensitivity Analysis and Variance: Perform budget sensitivity analysis and analyze budget variances</p>			
<p>LESSON 5 Adapt Budgeting to a Changing Environment</p>	<p>Adapt Budgeting to a Changing Environment: None</p>			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
BUSINESS PLAN DEVELOPMENT				
<p>LESSON 1 Why You Need a Business Plan</p> <p>LESSON 2 Get Started on Your Plan</p> <p>LESSON 3 Tell Your Organization's Story</p> <p>LESSON 4 Describe the Opportunity</p> <p>LESSON 5 Document Your Marketing and Operations Plans</p> <p>LESSON 6 Present Your Financial Analysis</p>	<p>Why You Need a Business Plan: None</p> <p>Get Started on Your Plan: Prepare to create a business plan</p> <p>Tell Your Organization's Story: Introduce your organization, its people, and its objectives within a business plan</p> <p>Describe the Opportunity: Indicate the opportunity and competitive differentiators within a business plan</p> <p>Document Your Marketing and Operations Plans: Define your approach to marketing and operations within a business plan</p> <p>Present Your Financial Analysis: Show your current financial status and projected results within a business plan</p>	<p>Planning for Success, Prashant Pundrik</p> <p>Build a Flexible Business Plan, Tony Tjan</p> <p>Deviating from the Business Plan, Steven Rogers</p> <p>Adapt to the Market, Scott Anthony</p> <p>Crossing the River, Lynda Applegate</p> <p>Fix Their Problem, Win the Deal, Bill Taylor</p> <p>Emerging Markets, Kate Sweetman</p> <p>Secure Your Plan with the Right Team, Heide Abelli</p> <p>Why a Good Idea Isn't Enough, Brian S. Cohen</p> <p>Define Success Upfront, Adrian Beggan</p> <p>Look Beyond Obvious Risks, Mihir Desai</p>	<p>TOOLS & HANDOUTS</p> <p>Sample Business Plan</p> <p>Worksheet for Drafting an Executive Summary</p> <p>Worksheet for Describing an Opportunity</p> <p>Components of a Typical Business Plan</p> <p>DISCUSSION GUIDES</p> <p>Identifying Operational Success Factors</p> <p>Describing Your Business Concept</p>	<p>FROM THE COLLECTION</p> <p>How to Write a Great Business Plan, William A. Sahlman</p> <p>How to Write a Winning Business Plan, Stanley R. Rich, David E. Gumpert</p> <p>Planning with People in Mind, D. Quinn Mills</p> <p>Writing an Executive Summary That Means Business, John Clayton</p> <p>Understanding Financial Statements: Making More Authoritative Decisions, HBS Press</p> <p>Rediscovering Market Segmentation, Daniel Yankelovich, David Meer</p> <p>Rethinking the 4 P's, Richard Ettenson, Eduardo Conrado, Jonathon Knowles</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
CAREER MANAGEMENT				
<p>LESSON 1 Your Career Path</p>	<p>Your Career Path: None</p>	<p>The Art of Career Development, Gianpiero Petriglieri</p>	<p>Career Impasse, Timothy Butler</p>	<p>TOOLS & HANDOUTS</p> <p>Understanding Core Interests</p> <p>Values Worksheet</p> <p>Skills Assessment</p> <p>Ask for Career Help</p> <p>Practicing Learning Agility</p> <p>Worksheet for Building Learning Opportunities</p> <p>Recovering from a Setback</p>
<p>LESSON 2 Know Yourself</p>	<p>Know Yourself: Identify your career interests, values, and skills</p>	<p>Disrupt Yourself, Joanne Chang</p> <p>What Lights Your Fire, Ariel Horn</p>	<p>Flipping Imposter Syndrome, Tomas Chamorro-Premuzic</p> <p>How to Be Ready in Case of a Layoff, Christine Liu</p> <p>How to Really Use LinkedIn, Christine Liu</p>	<p>FROM THE COLLECTION</p> <p>How Will You Measure Your Life? Clayton M. Christensen</p> <p>Learn to Love Networking, Tiziana Casciaro, Francesca Gino, and Maryam Kouchaki</p> <p>Rebounding from Career Setbacks, Mitchell Lee Marks, Philip Mirvis, and Ron Ashkenas</p>
<p>LESSON 3 Seek Career Support</p>	<p>Seek Career Support: Forge relationships with people who can support your career growth</p>	<p>A Great Job Fit, Beverly Kaye</p> <p>My Personal Board of Directors, Christine Liu</p>	<p>DISCUSSION GUIDES</p> <p>Discover the Work You Love</p> <p>Build Support for Your Career Path</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>
<p>LESSON 4 Become an Agile Learner</p>	<p>Become an Agile Learner: Develop learning agility to advance your career</p>	<p>Develop Your Career Network, Elle Simone</p> <p>Learning to Learn, Erika Anderson</p>		
<p>LESSON 5 Overcome Career Hurdles</p>	<p>Overcome Career Hurdles: Manage career obstacles and setbacks</p>	<p>Career Crossroads, Rob Markey</p> <p>The Opportunity of Being Between Jobs, Lauren Mackler</p> <p>Propose Your Own Job, Ariel Horn</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
COACHING				
<p>LESSON 1 A Coaching Mindset</p> <p>LESSON 2 Promote Learning Agility</p> <p>LESSON 3 Hold Coaching Conversations</p> <p>LESSON 4 Listen and Question Effectively</p> <p>LESSON 5 Give Constructive Feedback</p>	<p>A Coaching Mindset: None</p> <p>Promote Learning Agility: Coach others to be agile learners</p> <p>Hold Coaching Conversations: Conduct “in the moment” and planned coaching conversations</p> <p>Listen and Question Effectively: Effectively reflect, listen, ask questions, and give input while coaching</p> <p>Give Constructive Feedback: Share input that facilitates growth</p>	<p>Employees Expect Coaching, Judy Shen-Filerman</p> <p>Coach on a Daily Basis, Lauren Mackler</p> <p>A Learner’s Mindset, Nina Bowman</p> <p>Fail Forward, Fail Fast, Shai Rasmussen</p> <p>Coaching in the Moment, Takiyah Gross Foote</p> <p>Spot a Coachable Moment</p> <p>Helene and Ines Plan Next Steps</p> <p>New Perspective Through Reflection, Shubha Shridharan</p> <p>How to Be a Good Listener, Peter Bregman</p> <p>The Power of Open-Ended Questions, Mason Weintraub</p> <p>Afraid to Damage the Relationship, Joanne Chang</p> <p>Sangeeta Starts a Coaching Conversation</p> <p>Sangeeta Shares Input</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Challenging a Fixed Mindset</p> <p>Worksheet for Creating a Coaching Action Plan</p> <p>Worksheet for Coaching Meeting Notes</p> <p>Hold a Coaching Conversation</p> <p>Coaching Experienced Team Members vs. Newcomers</p> <p>Positive Habits for Engaged Listening</p> <p>Three Types of Questions</p> <p>Tips for Giving Coaching Feedback</p> <p>Worksheet for Giving Feedback</p> <p>DISCUSSION GUIDES</p> <p>Develop Coaching Strategies</p> <p>Promote Learning Agility</p>	<p>EDITOR’S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic’s Resources page.</p>

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CUSTOMER FOCUS				
<p>LESSON 1 What Is Customer Focus?</p> <p>LESSON 2 Learn About Your Customers</p> <p>LESSON 3 Deliver Additional Value</p> <p>LESSON 4 Build a Customer-Focused Team</p>	<p>What Is Customer Focus?: None</p> <p>Learn About Your Customers: Learn about your customers to better meet their needs</p> <p>Deliver Additional Value: Use customer knowledge to identify ways to deliver additional value</p> <p>Build a Customer-Focused Team: Build a customer-focused team</p>	<p>Customer Focus Is in Our DNA, Tormod Askildsen</p> <p>Customer Centricity, Ranjay Gulati</p> <p>Avoid Organizational Overconfidence, Mauro F. Guillén</p> <p>Turning Data into Value, Michael Schrage</p> <p>Learn from Your Customer, Lorraine Fox</p> <p>Conduct First-Hand Market Research, Robyn Bolton</p> <p>Position for Future Markets, Tamar Elkerles</p> <p>What Customer Loyalty Means, Michael Schrage</p> <p>The Golden Rule, Fred Reichheld</p> <p>Don't Be Afraid to Rethink Your Services, Kamaline Ramdas</p> <p>Why Kindness is Good Business, Bill Taylor</p> <p>The Ripple Effect of a Great Work Culture, René Carayol</p> <p>Improve Training with Experiential Learning, Bruce Harreld</p> <p>Empower Your Customer-Facing Employees, Chris DeRose</p> <p>Frontline Employees, Rob Markey</p> <p>Tap the Wisdom of Frontline Employees, Chris DeRose</p> <p>Design Touchpoints for Customer Engagement, Michael Schrage</p> <p>Turning Hackers into Collaborators, Tormod Askildsen</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Defining Your Customers</p> <p>Worksheet for Learning About Your Customers</p> <p>Worksheet for Observing your Customers</p> <p>Customer Loyalty Strategies</p> <p>Worksheet for Creating Promoters</p> <p>Worksheet for Identifying Opportunities to Add Value</p> <p>Worksheet for Engaging Employees</p> <p>Worksheet for Assessing Team Climate for Innovation</p> <p>DISCUSSION GUIDES</p> <p>Building Customer Loyalty and Profitability</p> <p>Getting to Know Your Customer</p>	<p>FROM THE COLLECTION</p> <p>Understanding Customer Experience, Christopher Meyer, Andre Schwager</p> <p>The Mismanagement of Customer Loyalty, Werner Reinartz, V Kumar</p> <p>To Keep Your Customers, Keep It Simple, Patrick Spenner, Karen Freeman</p> <p>Silo Busting: How to Execute on the Promise of Customer Focus, Ranjay Gulati</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DECISION MAKING				
<p>LESSON 1 Prepare to Make a Decision</p>	<p>Prepare to Make a Decision: Create the right context and identify objectives for the decision you are making</p>	<p>Intuition, Michael Roberto</p> <p>Diagnostic Thinking, Ranjay Gulati</p>	<p>When IBM Changed Its Meeting Culture, Bruce Harreld</p>	<p>TOOLS & HANDOUTS</p> <p>Assess Your Decision-Making Process</p> <p>Brainstorming Planning Worksheet</p> <p>Worksheet for Assessing Alternatives</p> <p>Worksheet for Communicating a Decision</p> <p>Assess the Environment</p> <p>Worksheet for Defining Objectives</p> <p>Common Cognitive Biases</p> <p>Worksheet for Promoting Inquiry</p> <p>Promote Fair Decision Making</p> <p>Worksheet for Creating a Prioritization Matrix</p> <p>Bring the Process to Closure</p> <p>Worksheet for Implementing a Decision</p> <p>DISCUSSION GUIDES</p> <p>Generating and Evaluating Alternatives</p> <p>Moving Toward Closure</p>
<p>LESSON 2 Anticipate Decision-Making Challenges</p>	<p>Anticipate Decision-Making Challenges: Avoid common decision-making challenges</p>	<p>Survive a Storm by Changing Course, Mike Wheeler</p> <p>Faulty Analogies, Michael Roberto</p>	<p>The Explainer: The Hidden Traps in Decision Making</p> <p>Different Perspectives for Better Decisions, Francesca Gino</p>	
<p>LESSON 3 Evaluate Alternatives</p>	<p>Evaluate Alternatives: Generate and evaluate alternatives for a decision</p>	<p>Collaboration by Difference, Cathy Davidson</p>	<p>What Are We Not Considering?, Simon Cohen</p>	
<p>LESSON 4 Make the Decision</p>	<p>Make the Decision: Bring the process to closure and make a final decision</p>	<p>Avoid Narrow Thinking While Making Decisions, Stevenson Carlebach</p> <p>One Frame of Reference Isn't Enough, David A. Garvin</p>	<p>Creating a Prioritization Matrix</p> <p>The Future is a Matter of Choice, Miguel Fuertes</p>	
<p>LESSON 5 Communicate and Implement the Decision</p>	<p>Communicate and Implement the Decision: Communicate and implement the decision</p>	<p>Decision Making for Results, Lisa Finkelstein</p> <p>Always Be Open to Dissenting Opinions, David A. Garvin</p> <p>Share What's Behind a Decision, Paul Biddinger, MD</p>	<p>How Managers Should Use Data, Thomas H. Davenport</p> <p>Helping Employees Navigate the Future, Michelle Donnelly</p> <p>Learning from a Decision, Tormod Askildsen</p>	
				<p>FROM THE COLLECTION</p> <p>Who Has the D? How Clear Decision Roles Enhance Organizational Performance, Paul Rogers, Marcia Blenko</p> <p>Why Good Leaders Make Bad Decisions, Andrew Campbell, Jo Whitehead, Sydney Finkelstein</p> <p>Conquering a Culture of Indecision, Ram Charan</p> <p>The Hidden Traps in Decision Making, John S. Hammond, Ralph L. Keeney, and Howard Raiffa</p> <p>Making Dumb Groups Smarter: The New Science of Decision Making, Cass R. Sunstein and Reid Hastie</p> <p>What You Don't Know About Making Decisions, David A. Garvin and Michael A. Roberto</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DIVERSITY, INCLUSION, AND BELONGING				
<p>LESSON 1 What Diversity Is—and Why It Matters</p> <p>LESSON 2 Understand and Counter Bias</p> <p>LESSON 3 Lead Inclusively</p> <p>LESSON 4 Become a Diversity Advocate</p> <p>LESSON 5 Advance Your Organization's Diversity Efforts</p>	<p>What Diversity Is—and Why It Matters: Sharpen your awareness of what diversity is, why it matters, and how to have more courageous conversations about it</p> <p>Understand and Counter Bias: Interrupt bias in hiring, managing, and developing your team</p> <p>Lead Inclusively: Cultivate an inclusive team environment where everyone feels valued, respected, and heard</p> <p>Become a Diversity Advocate: Be an advocate for your team members, enabling them to feel safe enough to bring their whole selves to work</p> <p>Advance Your Organization's Diversity Efforts: Support and enhance your organization's efforts towards diversity, inclusion, and belonging</p>	<p>The Layers of Diversity</p> <p>Engage People with Disabilities, Maysoon Zayid</p> <p>Yes, You Are Biased—Here's What To Do About It, Vernā Myers</p> <p>The Tailwinds of Privilege, Vernā Myers</p> <p>What Allyship Looks Like, Felicia Jadczak</p> <p>Collective Genius, Pamela Rucker</p> <p>Stand Up for Everyone on Your Team—Even When It's Hard, Lily Zheng</p> <p>You Said Something Insensitive. Now What? Felicia Jadczak</p> <p>Advocate for Women—Especially Women of Color, Octavia Goredema</p> <p>How Men Can Stand Up for Women at Work, Brad Johnson</p> <p>Turn Microaggressions into Learning Moments, Ellen Bailey</p> <p>Commit to Creating Inclusion Every Day, Bryan Simmons</p> <p>Tactics for Creating an Inclusive Workplace, Hubert Joly</p> <p>Equity Means Challenging the Status Quo, Mia Olufemi</p>	<p>TOOLS & HANDOUTS</p> <p>Inclusive Hiring Practices</p> <p>Interrupting Bias in Meetings</p> <p>How to Start a Conversation About Diversity</p> <p>How to Become a Diversity Advocate</p> <p>How to Include Everyone in a Discussion</p> <p>Deepen Your Understanding of Others' Experiences</p> <p>Promote Diversity Awareness and Education</p> <p>Tips for Responding to Microaggressions</p> <p>DISCUSSION GUIDES</p> <p>Explore Why Diversity Matters</p> <p>Understand and Counter Bias</p>	<p>FROM THE COLLECTION</p> <p>"Getting Serious About Diversity: Enough Already with the Business Case", Robin J. Ely, David A. Thomas</p> <p>How the Best Bosses Interrupt Bias on Their Teams, Joan C. Williams, Sky Mihaylo</p> <p>Toward a Racially Just Workplace, Lauren Morgan Roberts, Anthony J. Mayo</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

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ETHICS AT WORK				
<p>LESSON 1 Understand Workplace Ethics</p> <p>LESSON 2 Resolve Ethical Dilemmas</p> <p>LESSON 3 Foster Integrity</p> <p>LESSON 4 Why Good Managers Behave Badly</p> <p>LESSON 5 Apply Ethics Across Borders</p>	<p>Understand Workplace Ethics: None</p> <p>Resolve Ethical Dilemmas: Apply a framework for resolving right-versus-right ethical dilemmas</p> <p>Foster Integrity: Build a culture of integrity at work</p> <p>Why Good Managers Behave Badly: None</p> <p>Apply Ethics Across Borders: Make ethical decisions across borders</p>	<p>Ethical Ambiguity, Jeffrey L. Seglin</p> <p>Good Leaders Admit Mistakes, Sheila Marcelo</p> <p>Overclaiming Credit, Max Bazerman</p> <p>Manage Through Moral Gray Zones, Michael Anteby</p> <p>Share What’s Behind a Decision, Paul Biddinger, MD</p> <p>Design an Organization that Makes a Difference, Christian Busch</p> <p>Use Values in Decision Making, Richard Gochnauer</p> <p>Own Your Mistakes, Edward Ludwig</p> <p>Should You Lie to Save Your Company?, Jeffrey L. Seglin</p> <p>Ethical Fading, Max Bazerman</p> <p>A Brief History of Doing Well By Doing Good, Nancy F. Koehn</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Gathering and Analyzing the Facts</p> <p>Worksheet for Considering the Consequences</p> <p>Worksheet for Testing Your Decision</p> <p>Worksheet for Resolving a Cross-Cultural Ethical Dilemma</p> <p>Making Right vs. Wrong Decisions</p> <p>DISCUSSION GUIDES</p> <p>Evaluating and Testing a Proposed Solution</p> <p>Gathering the Facts of an Ethical Dilemma</p>	<p>FROM THE COLLECTION</p> <p>What’s Needed Next: A Culture of Candor, James O’Toole and Warren Bennis</p> <p>Ethical Breakdowns, Max Bazerman and Ann Tenbrunsel</p> <p>Values in Tension: Ethics Away from Home, Thomas Donaldson</p> <p>Ethical Conflicts at Enron: Moral Responsibility in Corporate Capitalism, Sherron S. Watkins</p> <p>EDITOR’S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic’s Resources page.</p>

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FEEDBACK ESSENTIALS				
<p>LESSON 1 Why People Avoid Feedback</p> <p>LESSON 2 Give Effective Feedback</p> <p>LESSON 3 Customize Feedback</p> <p>LESSON 4 Create a Supportive Environment</p> <p>LESSON 5 Seek Feedback</p>	<p>Why People Avoid Feedback: None</p> <p>Give Effective Feedback: Give effective feedback</p> <p>Customize Feedback: Tailor feedback to the individual</p> <p>Create a Supportive Environment: Create an environment that encourages improvement through feedback</p> <p>Seek Feedback: Seek feedback to improve your performance</p>	<p>Real-Time Feedback, Sharon Grady</p> <p>The Power of Feedback, Larry Kaye</p> <p>Feedback is a Two-Way Street, Ellen Langer</p> <p>Make Employees Responsible for Outcomes, Dick Grote</p> <p>You Can Do Anything!, Tammy Erickson</p> <p>Listen with Empathy to Improve Performance, Gopal Iyer</p> <p>How to Request a Behavior Change, Sharon Grady</p> <p>Create Rules to Unify Your Team, Greg W. Madsen</p> <p>Leading Like A Swan, Gill Rider</p> <p>Conduct an Informal 360, Scott Edinger</p> <p>Listen Carefully to Your Employees' Feedback, Hans Eben</p> <p>Stay Open When Receiving Feedback, Stevenson Carlebach</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Developing a Feedback Mindset</p> <p>Worksheet for Preparing to Give Feedback</p> <p>Worksheet for Evaluating Your Feedback</p> <p>Four Personality Styles</p> <p>DISCUSSION GUIDES</p> <p>Prepare to Give Feedback</p> <p>Receiving Feedback</p>	<p>FROM THE COLLECTION</p> <p>Fear of Feedback, Jay Jackman and Myra Strober</p> <p>Block That Defense: How to Make Sure Your Constructive Criticism Works, Anne Field</p> <p>Getting 360-Degree Feedback Right, Maury Peiperl</p> <p>What to Ask the Person in the Mirror, Robert Steven Kaplan</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
GLOBAL COLLABORATION				
<p>LESSON 1 Do Business Across Borders</p> <p>LESSON 2 Boost Your Cultural Intelligence</p> <p>LESSON 3 Build Trust Among Collaborators</p> <p>LESSON 4 Negotiate Across Cultures</p> <p>LESSON 5 Overcome Language Barriers</p> <p>LESSON 6 Transcend Physical Distance</p> <p>LESSON 7 Align a Global Team</p>	<p>Do Business Across Borders: None</p> <p>Boost Your Cultural Intelligence: Improve your ability to respond appropriately in a different culture</p> <p>Build Trust Among Collaborators: When teammates lack trust, collaboration suffers. Learn three critical strategies for cultivating trust among global team members.</p> <p>Negotiate Across Cultures: Reach agreements across cultures</p> <p>Overcome Language Barriers: Minimize language barriers between global collaborators</p> <p>Transcend Physical Distance: Overcome physical distance challenges of global collaborations</p> <p>Align a Global Team: Align a global team to achieve a common goal</p>	<p>Why You Should Work Abroad, Tara Levine</p> <p>Compare Cultures to Understand Your Own, Anna Tavis</p> <p>Three Ways to Think About Cultural Differences, Gene Daley</p> <p>Bridging Two Kinds of Cultural Differences, Blythe J. McGarvie</p> <p>Forging a New Global Comfort Zone, Janis Fratamico</p> <p>How to Build Trust on Your Virtual Team, Keith Ferrazzi</p> <p>How Empathy Can Launch a Conversation, Antonio Alves</p> <p>The Value of Asking Open-Ended Questions, Audrey J. Lee</p> <p>The Benefits of Mastering Another Language, Tomislav Mihaljevic</p> <p>Language Policies, Tsedal Neeley</p> <p>Inconvenience Everyone Equally, June Delano</p> <p>Maintain Momentum with Focused Meetings, Ray Sheen</p> <p>Educate Your Teams, Victor Equisoain</p> <p>Position Your International Team for Success, Antonio Alves</p> <p>On the Line, June Delano</p> <p>Experimenting with Team Leadership, Ismail Albaidhani</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Understanding Another Culture</p> <p>Form for Sharing Participants' Expertise and Interests</p> <p>Worksheet for Negotiating Across Cultures</p> <p>Worksheet for Aligning a Global Team</p> <p>Global Collaboration Challenges</p> <p>DISCUSSION GUIDES</p> <p>Building Trust Among Global Collaborators</p> <p>Cultivate Cultural Intelligence</p>	<p>FROM THE COLLECTION</p> <p>Cultural Intelligence, P. Christopher Earley and Elaine Mosakowski</p> <p>Can Absence Make a Team Grow Stronger?, Ann Majchrzak, Arvind Malhotra, Jeffrey Stamps, Jessica Lipnack</p> <p>Contextual Intelligence, Tarun Khanna</p> <p>Global Business Speaks English, Tsedal Neeley</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
INNOVATION AND CREATIVITY				
<p>LESSON 1 Innovation for All</p> <p>LESSON 2 Unlock Curiosity</p> <p>LESSON 3 Make Creative Connections</p> <p>LESSON 4 Take Smart Risks</p> <p>LESSON 5 Collaborate to Innovate</p>	<p>Innovation for All: None</p> <p>Unlock Curiosity: Unlock curiosity at work</p> <p>Make Creative Connections: Develop innovative ideas</p> <p>Take Smart Risks: Take business-appropriate risks</p> <p>Collaborate to Innovate: Innovate through collaboration</p>	<p>Yes, and...</p> <p>Observe First, Innovate Second, Lee Moreau</p> <p>How to Spot Innovation Opportunities, Ashley Welch</p> <p>30 Circles</p> <p>Mind Mapping</p> <p>Let Your Mind Wander, Karen Dillon</p> <p>Is Your Idea a Winner, Hitendra Patel</p> <p>Get Comfortable with Risk, Karen Dillon</p> <p>Recognize a Smart Risk, Pamela Rucker</p> <p>A Game Plan for Setbacks, Pamela Rucker</p> <p>The Untold Story of Penicillin</p> <p>Collective Genius, Pamela Rucker</p> <p>Tap Your Talent, Thomas Wedell-Wedellsborg</p> <p>The Common Information Effect, Amy Edmondson</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Spotting Innovation Opportunities</p> <p>Worksheet for Unlocking Curiosity</p> <p>Guide to Spotting Innovation Opportunities</p> <p>Guide to Mind Mapping</p> <p>Spark Innovation Ideas</p> <p>Worksheet for Taking a Smart Risk</p> <p>DISCUSSION GUIDES</p> <p>Making Curiosity and Creativity a Habit</p> <p>Collaborating to Innovate</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
LEADING PEOPLE				
<p>LESSON 1 How Will You Lead?</p> <p>LESSON 2 Define Yourself as a Leader</p> <p>LESSON 3 Lead with Emotional Intelligence</p> <p>LESSON 4 Build Mutual Trust on Your Team</p> <p>LESSON 5 Empower Everyone You Lead</p> <p>LESSON 6 Inspire Collaboration Across Distance</p>	<p>How Will You Lead? Deepen your understanding of what an effective leader does—and doesn't—do</p> <p>Define Yourself as a Leader: Identify what you value as a leader and the vision you're working to achieve</p> <p>Lead with Emotional Intelligence: Accomplish results by managing your emotions and by cultivating positive relationships</p> <p>Build Mutual Trust on Your Team: Build mutual trust and take steps to restore trust if it's been broken</p> <p>Empower Everyone You Lead: Create an inclusive environment in which everyone can perform at their best and grow in their role</p> <p>Inspire Collaboration Across Distance: Help your team connect and collaborate, even when everyone isn't in the same place</p>	<p>How Successful Leaders Empower Others, Anne Morriss and David Blades</p> <p>What I Learned About Being a Leader, Ellen Bailey</p> <p>Stay True to Your Values, Bryan Simmons</p> <p>What Do You Stand For? Nina Bowman</p> <p>Can You Lead Without Authority? Anne Morriss</p> <p>Put Empathy into Action, Bryan Simmons</p> <p>What It Takes to Maintain Trust, Frances Frei</p> <p>You've Lost Your Team's Trust. What's Next? Octavia Goredema</p> <p>Invite All Voices into the Conversation, Mia Olufemi</p> <p>Gain a Reputation as a Great Boss, Chris Yeh</p> <p>Inclusive Teams Are High Performing Ones, Jason Wong</p> <p>Unite Your Team Across Distance, Lily Zheng</p> <p>Connect with Your Team—No Matter Where They Are, Felicia Jadcazk</p>	<p>TOOLS & HANDOUTS</p> <p>Strategies to Bring Calm and Focus</p> <p>Evaluate Your Emotional Intelligence Capabilities</p> <p>Rebuild Broken Trust</p> <p>Empower Your Team to Speak Up</p> <p>Guide to Communication Tools</p> <p>DISCUSSION GUIDES</p> <p>Build Trust to Improve Performance</p> <p>Foster Effective Communication in Dispersed Teams</p>	<p>FROM THE COLLECTION</p> <p>Are You a Good Boss or a Great One? Linda A. Hill, Kent Lineback</p> <p>Do You Really Trust Your Team? (And Do They Trust You?), Amy Jen Su</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PERFORMANCE APPRAISAL				
<p>LESSON 1 Why Conduct Performance Appraisals?</p> <p>LESSON 2 Prepare for a Performance Appraisal Meeting</p> <p>LESSON 3 Conduct a Performance Appraisal Meeting</p> <p>LESSON 4 Monitor an Employee's Progress</p>	<p>Why Conduct Performance Appraisals?: None</p> <p>Prepare for a Performance Appraisal Meeting: Prepare for a performance appraisal meeting with a direct report</p> <p>Conduct a Performance Appraisal Meeting: Conduct a performance appraisal meeting with a direct report</p> <p>Monitor an Employee's Progress: Monitor an employee's progress on performance goals</p>	<p>Cumulative Conversations, June Delano</p> <p>The Value of an Honest Performance Review, Dick Grote</p> <p>Performance Reviews Shouldn't Be Surprising, Enrique Dilone</p> <p>Be Aware of Your Biases, V.G. Narayanan</p> <p>Listen with Empathy to Improve Performance, Gopal Iyer</p> <p>Feedback Sparks Growth, Robin Jarvis</p> <p>Contributions of Significance, Doug Conant</p> <p>Provide Balanced Feedback on Employees' Performance, Jeni Hardner</p> <p>Employee Action Plans, Alan Brewer</p> <p>Set Clear Goals for Employees Before Performance Appraisals, Jeni Hardner</p> <p>The Best Feedback Includes an Action Plan, Marta Mitsumori</p>	<p>TOOLS & HANDOUTS</p> <p>Performance Appraisal Preparation Checklist</p> <p>Worksheet for Preparing Performance Appraisal Feedback</p> <p>Individual Development Plan Form</p> <p>Avoid Common Rating Errors</p> <p>DISCUSSION GUIDES</p> <p>Documenting Employee Performance</p> <p>Tackling Performance Appraisal Challenges</p>	<p>FROM THE COLLECTION</p> <p>Creating Sustainable Performance, Gretchen Spreitzer and Christine Porath</p> <p>Appraisal of What Performance?, Harry Levinson</p> <p>Employee Motivation: A Powerful New Model, Nitin Nohria, Boris Groysberg, Linda-Eling Lee</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PROCESS IMPROVEMENT				
<p>LESSON 1 Understand Business Process Improvement</p>	<p>Understand Business Process Improvement: None</p>	<p>Fixing Potholes, Robert Kaplan</p> <p>Distinguish Good Failures from Bad Ones, Amy Edmondson</p> <p>The Best Response to Customer Complaints, Nirmalya Kumar</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Planning a Process Improvement</p> <p>Customer Feedback Form</p> <p>Worksheet for Process Benchmarking</p> <p>Flowchart Symbols</p> <p>DISCUSSION GUIDES</p> <p>Prioritizing Process Improvement Efforts</p> <p>Analyzing a Problem Process</p>	<p>FROM THE COLLECTION</p> <p>How Process Enterprises Really Work, Michael Hammer, Steven Stanton</p> <p>The Why, What, and How of Management Innovation, Gary Hamel</p> <p>Fixing Health Care from the Inside, Today, Steven J. Spear</p> <p>Reengineering Work: Don't Automate, Obliterate, Michael Hammer</p>
<p>LESSON 2 Plan a Process Improvement</p>	<p>Plan a Process Improvement: Plan a business process improvement</p>	<p>The 5 Whys, Eric Ries</p> <p>Empower Your Customer-Facing Employees, Chris DeRose</p> <p>Five Ways to Measure Performance, Stacey Barr</p>		<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>
<p>LESSON 3 Analyze the Process</p>	<p>Analyze the Process: Analyze a business process</p>	<p>Use "Social Proof" to Change Behavior, Thomas Wedell-Wedellsborg</p> <p>Haste Makes Waste, Esther Alegria</p>		
<p>LESSON 4 Redesign the Process</p>	<p>Redesign the Process: Redesign a business process</p>	<p>Simplicity, Srikanth Kommu</p> <p>Getting a Return on Improvement, Jim Lancaster</p>		
<p>LESSON 5 Implement the New Process</p>	<p>Implement the New Process: Implement a redesigned business process</p>			
<p>LESSON 6 Continually Improve the Process</p>	<p>Continually Improve the Process: Continually measure, monitor, and adjust a business process</p>			

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RETAINING EMPLOYEES				
<p>LESSON 1 Understanding Employee Retention</p>	<p>Understanding Employee Retention: None</p>	<p>Find Meaning at Work, Peter Dunn,</p> <p>Competition Gone Wrong, Leslie John</p> <p>Open Door Communication, Robert Chavez</p>	<p>TOOLS & HANDOUTS</p> <p>Guide for Conducting a Stay Interview and Sculpting a Job</p> <p>Worksheet to Improve Your Microculture</p> <p>Tailor the Burnout Remedy</p>	<p>FROM THE COLLECTION</p> <p>Job Sculpting: The Art of Retaining Your Best People, Timothy Butler and James Waldroop</p>
<p>LESSON 2 Hire Right</p>	<p>Hire Right: Attract high-performing employees who are likely to stay and thrive in your organization</p>	<p>Uncovering Passion, Timothy Butler</p> <p>The Right Stuff, Sharon Jordan-Evans</p>		<p>Do Your Employees Feel Respected?, Peter Cappelli</p>
<p>LESSON 3 Create Great Jobs</p>	<p>Create Great Jobs: Give employees opportunities for personally meaningful work</p>	<p>The Stay Interview, Sharon Jordan-Evans</p> <p>Express Gratitude, Beverley Kaye</p>	<p>DISCUSSION GUIDES</p> <p>Hire People Who Will Stay</p>	<p>Why Are We Losing All Our Good People?, Edward E. Lawler III, Jim Cornelius, F. Leigh Branham, Anna Pringle, Jean Martin</p>
<p>LESSON 4 Create a Great Culture</p>	<p>Create a Great Culture: Establish a group culture that encourages retention</p>	<p>Value Your Employees as Individuals, Susan David</p> <p>Give People Credit, Steve Kerr</p> <p>The Power of Stories in Corporate Culture, Peter Bregman</p>	<p>Keep Your Best Employees on Board</p>	
<p>LESSON 5 Personalize Engagement</p>	<p>Personalize Engagement: Use personalized strategies to engage and retain employees</p>	<p>Know the Signs of Burnout, Lauren Mackler</p> <p>A New Way to Prevent Employee Exhaustion, Jochen Menges</p> <p>What Employees Value, Sharon Jodan-Evans</p>		<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>
<p>LESSON 6 Manage At-Risk Employees</p>	<p>Manage At-Risk Employees: Prevent burnout and minimize key employee attrition</p>	<p>Be Real with Your Team, Shai Rasmussen</p> <p>Accelerating Talent Development, Christopher Yeh</p> <p>Value Your Employees as Individuals, Susan David</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
STRATEGIC THINKING				
<p>LESSON 1 Understand the Big Picture</p> <p>LESSON 2 Explore Key Trends</p> <p>LESSON 3 Challenge Your Assumptions</p> <p>LESSON 4 Anticipate Opportunities and Threats</p>	<p>Understand the Big Picture: None</p> <p>Explore Key Trends: Spot trends in and out of your organization</p> <p>Challenge Your Assumptions: Break down any biases and assumptions that prevent you from identifying new possibilities.</p> <p>Anticipate Opportunities and Threats: Practice seeing opportunities and threats before they happen.</p>	<p>Why Everyone Needs to Think Strategically, Nina Bowman</p> <p>How Can I Be More Strategic?</p> <p>Listen for Opportunities, Brett Vankoski</p> <p>The Art of Asking Questions</p> <p>Strengthen Your Thinking by Inviting Dissent, Nina Bowman</p> <p>Yes, And</p>	<p>TOOLS & HANDOUTS</p> <p>Strategic Thinking Self-Assessment</p> <p>Link Your Work to Big-Picture Trends</p> <p>Sample Strategic Questions</p> <p>Challenge Your Assumptions</p> <p>Explore Future Scenarios</p> <p>DISCUSSION GUIDES</p> <p>Looking Toward the Future</p> <p>Exploring Trends and Possibilities</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
TEAM CREATION				
LESSON 1 What Is a Team	What Is a Team: None	Be Less of a Boss and More of a Coach , Teri Mendelsohn The Foundation of Great Teamwork , Lisa Finkelstein	TOOLS & HANDOUTS Worksheet for Deciding Whether to Create a Team Checklist for Evaluating Yourself as a Team Leader Checklist for Assessing Team Goals Worksheet for Determining Skill Gaps	FROM THE COLLECTION The Discipline of Teams , Jon R. Katzenbach and Douglas K. Smith Why Teams Don't Work , J. Richard Hackman, Diane Coutu Making Star Teams Out of Star Players , Michael Mankins, Alan Bird, and James Root
LESSON 2 Form a Team	Form a Team: Identify the right members for a team.	Tune Into the Skills Your Team Offers , Carol Kauffman Hiring a Top Team , Neil Gaydon	DISCUSSION GUIDES Building a High-Performing Team Culture Forming a Team	The New Science of Building Great Teams , Alex Pentland Eight Ways to Build Collaborative Teams , Lynda Gratton and Tamara J. Erickson
LESSON 3 Establish Accountability	Establish Accountability: Establish success measures, plan, and team charter.	Reorganize a Team for More Impact , Teri Mendelsohn Determine Your Preferred Communication Style , Audrey Lee		
LESSON 4 Plan Team Communication	Plan Team Communication: Develop an effective team communication plan.	How To Build Trust On Your Virtual Team , Keith Ferrazzi Central Intelligence , Dan Groneck		
LESSON 5 Build Team Culture	Build Team Culture: Build team commitment and establish productive team norms.	Inconvenience Everyone Equally , June Delano When Technology Fails You , Tsedal Neeley Create Rules to Unify Your Team , Gregory W. Madsen		EDITOR'S CHOICE Updated regularly. Currently featured articles are listed within each topic's Resources page.

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TEAM MANAGEMENT				
<p>LESSON 1 Set Your Team Up for Success</p> <p>LESSON 2 Strengthen Team Collaboration</p> <p>LESSON 3 Achieve More of What Matters as a Team</p> <p>LESSON 4 Lead Your Team Through Conflict</p> <p>LESSON 5 Navigate Team Transitions</p> <p>LESSON 6 Measure and Boost Team Performance</p>	<p>Set Your Team Up for Success: Gather the right people around a compelling mission and help them move quickly to performing at full speed</p> <p>Strengthen Team Collaboration: Boost collaboration by coaching team members to listen, empathize, and get comfortable with feedback</p> <p>Achieve More of What Matters as a Team: Enhance your team's productivity without causing burnout</p> <p>Lead Your Team Through Conflict: Help team members resolve conflict and debate and disagree productively</p> <p>Navigate Team Transitions: Support your team through transitions, including changes in direction, arrivals and departures of members, and disbanding</p> <p>Measure and Boost Team Performance: Improve your team's performance by setting motivating goals, defining performance metrics, and fostering accountability</p>	<p>Lead Your Team to Peak Performance</p> <p>Successfully Launch a New Team, Danielle Eldridge</p> <p>Overcoming "Dead Air" in Your Meetings, Danielle Eldridge, Ryan Kehr</p> <p>How to Build and Regain Trust, Christine Liu</p> <p>Make Good Team Decisions, Amy Edmondson</p> <p>Beyond Burned Out</p> <p>When Conflict Is Constructive and When It's Not, Liane Davey</p> <p>Disagree Without Being Disagreeable, Scott Anthony</p> <p>Share the Gift of Team Knowledge, Scott Anthony</p> <p>Create a Culture of Feedback on Your Team, Liane Davey</p> <p>Recognize and Reward Your Team, Monique Valcour</p>	<p>TOOLS & HANDOUTS</p> <p>Launch a New Team</p> <p>Tips for Building Trust on Your Team</p> <p>Do's and Don'ts for Onboarding New Team Members</p> <p>Common Decision-Making Approaches</p> <p>Assess Your Decision-Making Process</p> <p>Capture Lessons Learned</p> <p>Ask for Feedback</p> <p>DISCUSSION GUIDES</p> <p>Build Inclusive Hybrid Teams</p> <p>Run Effective Team Meetings</p>	<p>FROM THE COLLECTION</p> <p>Cracking the Code of Sustained Collaboration, Francesca Gino</p> <p>Collaboration Overload Is Sinking Productivity, Rob Cross, Mike Benson, Jack Kostal, and RJ Milnor</p> <p>An Exercise to Help Your Team Feel More Comfortable with Conflict, Liane Davey</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each topic's Resources page.</p>