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The most trusted online resource for management essentials, Harvard ManageMentor provides access to action-oriented information on 44 key management topics, developed under the guidance of world-renowned experts, practitioners, and business leaders. Each of the 44 topics contains research-based content and engaging resources and tools, along with new instruments, services and reporting capabilities to help organizations demonstrate the impact of the learning experience.

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## CONTENT OVERVIEW

**MODULE STRUCTURE** – Each topic is organized by the following sections:

**GET STARTED:** Grabs the learner’s interest with a media-based scenario, provides a topic overview, and offers multiple paths through the module content.

**LEARN:** Presents the key ideas of the topic and reinforces with interactive activities. Many learning points are complemented by short video clips of relevant, compelling stories told by leading global business executives. Each Learn section includes approximately five (5) Key Ideas, four (4) Activities, and three (3) or more Leadership Insights video clips.

**PRACTICE:** Provides a real-world, interactive scenario and self-test to check learners’ understanding of the concepts. Managers hone new skills and receive instant feedback in a safe environment.

**APPLY:** Offers practical steps, tips, and tools for applying concepts on the job. Downloadable forms and worksheets are ideal for continuous use and flexible application.

**DEVELOP OTHERS:** Provides grab and go toolkits for each topic that enable leaders to develop their teams. Includes tools for sharing ideas, leading discussions, and starting group projects.

**ASSESSMENTS:** Offers pre-assessment to gauge learning needs as well as post-assessments and impact assessments.

**EXPLORE FURTHER:** Points to embedded online articles and recommends additional articles and books.

### ADDITIONAL FEATURES:

**CONNECT:** Enhances the learning experience with in context comments, user recommendations, polls, and an interactive forum to discuss and share ideas

**LIVE FEEDS:** Each module features a live news feed specific to the topic

## CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES & GROUP PROJECTS	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p><b>Difficult Interactions</b></p> <p>Shows how to discuss and resolve difficult interactions in the workplace—whether they’re with employees, peers, bosses, or even customers and suppliers. Includes tools and techniques to help you: decide which situations are worth resolving, find the source of the difficulty, productively discuss the emotions that difficult interactions can raise, and overcome barriers to action.</p> <p><i>Mentors:</i> Interaction Associates, Inc.</p>	<p>What Are Difficult Interactions?</p> <p>Causes of Difficult Interactions</p> <p>To Manage a Difficult Interaction—Or Let It Go?</p> <p>Assessing the Facts</p> <p>Identifying the Emotions</p> <p>Dealing with Threats to Your Self-Image</p> <p>Solving the Problem</p> <p>Managing Difficult Interactions</p>	<p>“Focus on Interests”, Sharon Grady, President, The Grady Group</p> <p>“Do a Reality Check”, Lauren Mackler, Executive Coach, Consultant &amp; Author</p> <p>“Anger is Tricky”, Sharon Grady, President, The Grady Group</p> <p>“A Question of Integrity”, Alvaro Santos, Partner, Pinheiro</p>	<p><b>Discussion Options:</b></p> <p>Recognizing When to Take Action</p> <p>Resolving Difficult Interactions</p> <p><b>Group Projects:</b></p> <p>Improve Your Conflict Management Style</p> <p>Resolve a Difficult Interaction</p>	<p>Steps for managing a difficult interaction</p> <p>Steps for improving your conflict-management style</p> <p>Steps for using active listening</p> <p>Steps for resolving conflicts between employees</p> <p>Tips for letting go of a difficult interaction</p> <p>Tips for effective listening</p> <p>Tips for managing anger</p> <p>Tips for dealing with extra-frustrating behaviors</p> <p>Tips for dissipating tension during a difficult conversation</p> <p>Tips for maintaining effective work relationships</p> <p>Worksheet for finding the source of the difficulty</p> <p>Worksheet for deciding whether to deal with a difficult interaction</p> <p>Perceptions and behavior assessment</p> <p>Discussing difficult interactions assessment</p> <p>Worksheet for creating a plan for change</p> <p>Worksheet for resolving a conflict between employees</p>	<p>Negotiation Newsletter: Robert C. Bordone and Michael L. Moffitt. “Create Value Out of Conflict.” Jun 2006</p> <p>HMU: Jim Kling. “Tension in Teams.” Jan 2009</p> <p>HBR Case: Tamara J. Erickson, Ron Alsop, Pamela Nicholson, and Jim Miller. “Gen Y in the Workforce.” Feb 2009</p>

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<p><b>Negotiating</b></p> <p>A practical guide to becoming an effective negotiator. Includes steps to guide you through the negotiation process: assessing your interests as well as those of the other party, developing opportunities that create value, avoiding common barriers to agreement, and implementing strategies to make the negotiation process run smoothly.</p> <p><i>Mentor:</i> Marjorie Corman Aaron, JD</p>	<p>Types of Negotiation</p> <p>Multiphase and Multiparty Negotiations</p> <p>Four Key Concepts in Negotiation</p> <p>Nine Steps to a Deal</p> <p>Negotiation Tactics</p> <p>Barriers to Agreement</p> <p>Mental Errors</p> <p>Skills of Effective Negotiators</p> <p>Key Terms</p> <p>Frequently Asked Questions</p>	<p>“Explore Underlying Needs”, Stever Robbins, President, Stever Robbins Inc.</p> <p>“Play Your Cards Right”, Ray Carvey, Executive Vice President, COO, &amp; CFO, Harvard Business Publishing</p> <p>“Do Your Homework”, Colleen O’Keefe, Senior Vice President, Collaboration Solutions &amp; Services, Novell</p>	<p><b>Discussion Options:</b></p> <p>Identifying a BATNA and Reservation Price</p> <p>Assessing the Other Side’s Interests</p> <p><b>Group Projects:</b></p> <p>Prepare for a Negotiation</p> <p>Break Down Barriers to Agreement</p>	<p>Steps for preparing for a negotiation</p> <p>Steps for handling a distributive negotiation</p> <p>Steps for handling an integrative negotiation</p> <p>Steps for improving your negotiating position</p> <p>Steps for closing a deal</p> <p>Tips for establishing the right tone</p> <p>Tips for getting off to a good start</p> <p>Tips for listening actively</p> <p>Tips for dealing with saboteurs</p> <p>Tips for managing relationship value</p> <p>Worksheet for identifying and improving your BATNA</p> <p>Worksheet for determining your reservation price</p> <p>Worksheet for assessing the other side’s interests</p> <p>Worksheet for evaluating your authority and that of the other side</p> <p>Sales negotiation planning form</p>	<p>HBR: Jeanne M. Brett, Ray Friedman, and Kristin Behfar. “How to Manage Your Negotiating Team.” Sep 2009</p> <p>Negotiation Newsletter: Max H. Bazerman and Deepak Malhotra. “It’s Not Intuitive: Strategies for Negotiating More Rationally.” May 2006</p>

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<p><b>Persuading Others</b></p> <p>Master the art and science behind successful persuasion— and begin changing others’ attitudes, beliefs, or behavior to create win-win solutions. Formal authority no longer gets managers as far as it used to. To do their job— accomplishing work through others—managers must develop and use persuasion skills rather than simply issue orders.</p> <p><i>Mentor:</i> Harry Mills</p>	<p>Persuasion Overview</p> <p>Building Your Credibility</p> <p>Understanding Your Audience</p> <p>Winning Your Audience's Mind</p> <p>Winning Your Audience's Heart</p> <p>Overcoming Resistance</p> <p>Understanding Persuasion Triggers</p> <p>Leveraging the Power of Audience</p> <p>Key Terms</p>	<p>“The Power of Inquiry”, Sharon Grady, President, The Grady Group</p> <p>“Understand Motivations”, Jorge Domínguez, Vice Provost, International Affairs, Harvard University</p> <p>“High Impact Story Telling”, Brad Holst, Principal &amp; Executive Director, Mandel Communications</p> <p>“Framing the Big Picture ”, Scott Anthony, Managing Director, Innosight Ventures</p>	<p><b>Discussion Options:</b></p> <p>Winning Minds and Hearts</p> <p>Overcoming Resistance to Your Idea</p> <p><b>Group Projects:</b></p> <p>Strengthen Your Credibility</p> <p>Craft a Persuasion Strategy for a Key Audience</p>	<p>Steps for defining a unique value proposition</p> <p>Steps for introducing a new organizing metaphor</p> <p>Steps for reading your audience quickly</p> <p>Tips for keeping your message simple</p> <p>Tips for speaking with confidence</p> <p>Tips for using body language</p> <p>Tips for using statistics</p> <p>Tips for using visual aids</p> <p>Persuasion self-assessment</p> <p>Worksheet for establishing your credibility</p> <p>Worksheet for understanding your audience</p>	<p>HMU: Christina Bielaszka-DuVernay. “Take a Strategic Approach to Persuasion.” Jul 2008</p> <p>HMU: Judith A. Ross. “Three Ways to Be More Persuasive.” Dec 2008</p>

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<p><b>Presentation Skills</b></p> <p>Sound advice on preparing and delivering presentations that command attention, persuade, and inspire. Includes rehearsal techniques as well as tips for creating and using more effective visuals. Also addresses the importance of understanding your objectives and your audience to create a presentation with impact.</p> <p><i>Mentor:</i> Nick Morgan</p>	<p>Presentation Overview</p> <p>Laying the Foundation for Your Presentation</p> <p>Deciding What to Say</p> <p>Organizing Your Presentation</p> <p>Using Visuals</p> <p>Rehearsing</p> <p>Presenting Effectively</p> <p>Handling Questions</p> <p>Making Group Presentations</p> <p>Evaluating Your Presentation</p>	<p>“Tap the Power of Visuals”, Sarah Green, Associate Editor, Harvard Business Review Group</p> <p>“Body Language”, Nick Morgan, President, Public Words, Inc.</p> <p>“The Invisible Audience”, Brad Holst, Principal &amp; Executive Director, Mandel Communications</p> <p>“5-Plus-1 Slide Strategy,” Brad Holst, Principal &amp; Executive Director, Mandel Communications</p>	<p><b>Discussion Options:</b></p> <p>Laying the Foundation for a Presentation</p> <p>Organizing Your Presentation</p> <p><b>Group Projects:</b></p> <p>Evaluating a Presentation</p> <p>Working as a Team to Prepare a Presentation</p>	<p>Steps for setting up a presentation</p> <p>Steps for creating a presentation</p> <p>Steps for practicing and evaluating</p> <p>Tips for setting up a presentation</p> <p>Tips for organizing a presentation</p> <p>Tips for creating visuals</p> <p>Tips for presenting effectively</p> <p>Preliminary planning worksheet</p> <p>Audience characteristics worksheet</p> <p>Presentation context worksheet</p> <p>Presentation outline worksheet</p> <p>Logistics worksheet</p> <p>Objections worksheet</p>	<p>HBR: Peter Guber. “Four Truths of the Storyteller.” Dec 2007</p> <p>HBR: Nick Morgan. “How to Become an Authentic Speaker.” Nov 2008</p>