
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.

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>Coaching</p> <p>Learn how to get the best from your direct reports and help them master new skills through coaching. In this module, you'll learn how to use a four-step process to facilitate the professional growth of those you've agreed to coach. You'll also discover how to strengthen your skills so that you can be a more effective coach.</p> <p><i>Mentors:</i> Interaction Associates, Inc. and Linda A. Hill</p>	<p>Coaching Overview</p> <p>The Coaching Process</p> <p>Preparation</p> <p>Initial Discussion</p> <p>Ongoing Dialogue</p> <p>Follow Up</p> <p>Strengthening Your Coaching Skills</p>	<p>"The Manager as Coach", Lauren Mackler, Executive Coach, Consultant & Author</p> <p>"Overcoming Resistance to Coaching", Ellen Kumata, Managing Director, Cambria Consulting</p> <p>"Open to Learning", Ellen Kumata, Managing Director, Cambria Consulting</p>	<p>Discussion Options:</p> <p>Recognizing Coaching Opportunities</p> <p>Choosing Coaching Strategies</p> <p>Group Projects:</p> <p>Evaluate and Improve Coaching Skills</p> <p>Prepare for Coaching</p>	<p>Steps for coaching</p> <p>Steps for reaching agreement</p> <p>Steps for balancing inquiry and advocacy</p> <p>Tips for when to coach</p> <p>Tips for effective coaching</p> <p>Tips for forming hypotheses</p> <p>Tips for giving feedback</p> <p>Tips for receiving feedback</p> <p>Tips for cultivating a spirit of partnership</p> <p>Tips for eliciting responses from uncommunicative coachees</p> <p>Coach's self-evaluation checklist</p> <p>Coach's planning form</p> <p>Observation worksheet</p> <p>Active listening self-assessment</p> <p>Action-planning worksheet</p> <p>Coaching session evaluation</p>	<p>HMU: Andrew Park. "Making the Most of Your Coaching Program." Sep 2007</p> <p>HBR: Thomas J. Delong, John J. Gabarro, and Robert J. Lees. "Why Mentoring Matters in a Hypercompetitive World." Jan 2008</p> <p>HBR Case: Phil Terry, Jaithirth Rao, Susan J. Ashford, and Stephen J. Socolof. "Who Can Help the CEO?" Apr 2009</p>

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<p>Developing Employees</p> <p>Easily applied recommendations for addressing employees' developmental needs. Includes strategies for maximizing return on management, growing competent employees, and keeping star performers motivated. Also addresses use of development planning to help team members improve individual performance, make the most of career opportunities, and maximize contributions to your organization's performance.</p> <p><i>Mentor:</i> Susan Alvey</p>	<p>Why Develop Employees?</p> <p>Addressing Developmental Needs</p> <p>Acknowledge Employee Differences</p> <p>Using the Performance and Potential Grid</p> <p>Keeping Top Employees Motivated</p> <p>Growing Competent Employees</p> <p>Acting on Underperformers</p> <p>The Career Development Discussion</p>	<p>"Teaching: The Virtuous Loop", Larry Downes, CEO, New Jersey Resources</p> <p>"Employee Action Plans", Alan Brewer, Director, Executive Development & Global Learning, Turner Broadcasting</p> <p>"Genuinely Listen", Robin Jarvis, Senior Manager, Leadership Management, H.E.B. Groceries</p>	<p>Discussion Options:</p> <p>Strategies for Developing Top Performers</p> <p>Developing Solid Contributors</p> <p>Group Projects:</p> <p>Creating Employee Development Plans</p> <p>Leading a Development Discussion</p>	<p>Steps for preparing for a career development discussion</p> <p>Steps for identifying career development opportunities for your employees</p> <p>Steps for having a career development discussion</p> <p>Tips for building employee trust</p> <p>Tips for helping an employee find a mentor</p> <p>Tips for motivating top employees</p> <p>Tips for nurturing solid contributors</p> <p>Tips for creating an individual development plan</p> <p>Worksheet for using the Performance and Potential Grid</p> <p>Employee's planning worksheet for development discussions</p> <p>Manager's planning worksheet for development discussions</p> <p>Individual development plan worksheet</p>	<p>HBR OnPoint EE: Jeffrey M. Cohn, Rakesh Khurana, and Laura Reeves. "Growing Talent as if Your Business Depended on It." Oct 2005</p> <p>HMU: Chris Resto. "How to Set Expectations with Young Talent." Feb 2008</p> <p>HBR Case: Idalene F. Kesner, Susan Burnett, Mike Morrison, Noel M. Tichy, and David Owens. "Leadership Development: Perk or Priority?" May 2003</p>

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<p>Feedback Essentials</p> <p>Learn how and when to use various types of feedback to maximize openness and encourage learning. Covers information on establishing a receptive work environment, giving effective feedback, receiving feedback openly, being patient with non-communicators, and managing barriers to feedback.</p> <p><i>Mentors:</i> Interaction Associates, Inc.</p>	<p>What Is Feedback?</p> <p>Deciding When and How to Deliver Feedback</p> <p>Giving Feedback Effectively</p> <p>Receiving Feedback Openly</p> <p>Customizing Feedback</p> <p>Providing Upward Feedback</p> <p>Managing Barriers to Feedback</p> <p>Acting When Feedback Calls for Change</p> <p>Frequently Asked Questions</p>	<p>“Delivering Difficult Feedback”, Tim Butler, Senior Fellow, Harvard Business School</p> <p>“Real-time Feedback”, Sharon Grady, President, The Grady Group</p> <p>“The Power of Feedback”, Larry Kaye, Senior Vice-President, Leadership & Organizational Development, Fidelity Investments</p>	<p>Discussion Options:</p> <p>Preparing to Give Feedback</p> <p>Receiving Feedback</p> <p>Group Projects:</p> <p>Planning and Delivering Peer-to-Peer Feedback</p> <p>Soliciting Feedback from Employees</p>	<p>Steps for giving feedback to correct a behavior</p> <p>Steps for communicating positive feedback</p> <p>Steps for receiving feedback</p> <p>Tips for when to give feedback</p> <p>Tips for when not to give feedback</p> <p>Tips for giving effective feedback</p> <p>Tips for giving feedback in a volatile situation</p> <p>Tips for giving feedback to uncommunicative people</p> <p>Tips for responding to vague feedback</p> <p>Planning a feedback session worksheet</p> <p>Giving feedback upward assessment</p> <p>Planning commitment worksheet</p> <p>Feedback process evaluation</p>	<p>HMU: Anne Field. “Block That Defense: How to Make Sure Your Constructive Criticism Works.” Sep 2007</p> <p>HMU: Cynthia Morrison Phoel. “Feedback That Works.” Feb 2009</p>

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<p>Performance Appraisal</p> <p>Prepare, conduct, and follow up a performance evaluation meeting. Includes guidelines on appropriate documentation and handling problem situations, as well as specific <i>before, during, and after</i> steps designed to reinforce desirable behavior and effect change where needed.</p> <p><i>Mentor:</i> Kathleen Jordan</p>	<p>The Purpose of Assessing Performance</p> <p>Preparing for a Performance Appraisal Meeting</p> <p>Conducting a Performance Appraisal Meeting</p> <p>Recording the Meeting</p> <p>Following Up</p> <p>Frequently Asked Questions</p>	<p>“Feedback Sparks Growth”, Robin Jarvis, Senior Manager, Leadership Management, H.E.B. Groceries</p> <p>“Be Aware of Your Biases”, V.G. Narayanan, Professor, Harvard Business School</p> <p>“Cumulative Conversations”, June Delano, Partner, ClearLake Group</p>	<p>Discussion Options:</p> <p>Tackling Performance Appraisal Challenges</p> <p>Documenting Employee Performance</p> <p>Group Projects:</p> <p>Prepare for and Conduct a Performance Appraisal</p> <p>Document an Employee’s Performance</p>	<p>Steps for preparing for a performance appraisal meeting</p> <p>Steps for conducting a performance appraisal meeting</p> <p>Tips for preparing for a performance appraisal meeting</p> <p>Tips for conducting a performance appraisal meeting</p> <p>Performance appraisal preparation checklist</p> <p>Performance appraisal evaluation checklist</p> <p>Individual development plan worksheet</p>	<p>HMU: Tom Krattenmaker. “Appraising Employee Performance in a Downsized Organization.” May 2009</p> <p>HMU: Beverly Ballaro. “Making Performance Reviews Less Stressful—for Everyone.” Jan 2008</p>