

# HARVARD MANAGEMENTOR® 10

The most practical, engaging online resource for fostering management skills and applying them on the job immediately. Managers gain access to action-oriented information on 42 key management topics, developed under the guidance of world-renowned experts, practitioners, and business leaders.

**Module Structure** – Each module 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) Personal 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.
- **Explore Further:** Points to embedded online articles, recommends additional articles and books, and provides source notes for the module.
- **Additional Features:** Audio downloads for MP3 players and functionality to mark users’ favorite pages are included. Competency tests are also available.

## Matrix of Program Contents by Module

MODULE	CONCEPTS	PERSONAL INSIGHTS	LISTS & DOWNLOADABLE TOOLS	ARTICLES INCLUDED
<p><b>Budgeting</b></p> <p>Build better, more accurate budgets in less time. Learn how to create a budget that functions as a critical strategic tool as you explore the advantages and disadvantages of new techniques and approaches. Includes easy-to-use budget templates for fast implementation of concepts.</p> <p><i>Found Under: Business Essentials and Finance</i></p> <p><i>Mentor: V.G. Narayanan</i></p>	<p>Budgeting Overview</p> <p>Types of Budgets</p> <p>Approaches to Budgeting</p> <p>How to Categorize Expenses</p> <p>Preparing an Operating Budget—Goals and Assumptions</p> <p>Preparing an Operating Budget—Forecasting Sales and Revenues</p> <p>Preparing an Operating Budget—Cost of Goods Sold, SG&amp;A, and Operating Income</p> <p>Capital Budgets</p> <p>Capital Budgeting</p> <p>Capital budgeting techniques</p> <p>Sensitivity Analysis</p> <p>Variance in Budgeting</p> <p>Linking the Budget to the Balanced Scorecard</p>	<p>“Beware of Optimistic Forecasts,” David Michels, Former Group Chief Executive, Hilton Group</p> <p>“Interpret Numbers With Care,” Sir Peter Middleton, Former Chairman, Barclays Group</p> <p>“Use Templates to Standardize Reporting,” Robert Herbold, Former Chief Operating Officer, Microsoft Corporation</p>	<p>Steps for preparing an operating budget</p> <p>Steps for preparing a cash budget</p> <p>Tips for negotiating your team’s budget</p> <p>Tips for setting assumptions</p> <p>Annual budgeting and tracking worksheet</p> <p>Budget preparation checklist</p> <p>Cash budget worksheet</p>	<p>BSR: Peter Horvath; Ralf Sauter. “Why Budgeting Fails: One Management System Is Not Enough.” Sep 2004</p> <p>BSR: David P. Norton; Philip W. Peck. “Linking Operations to Strategy and Budgeting.” Sep 2006</p>

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<p><b>Business Case Development</b></p> <p>Easy-to-follow steps to creating a soundly reasoned and compelling case for your new business initiatives. Addresses topics ranging from identifying business opportunities to measuring their success. Includes recommendations for assessing risk, weighing costs, developing an implementation plan, and communicating recommendations in a convincing manner.</p> <p><i>Found Under: Business Essentials and Finance</i> <i>Mentor: June Paradise Maul</i></p>	<p>Business Case Basics Defining the Opportunity Identifying Alternatives Gathering Data and Estimating a Time Frame Analyzing Your Data Sample Case Analysis Choosing a Solution and Assessing Risks Creating a High-Level Implementation Plan Communicating Your Case</p>	<p>“Don’t Over-Detail,” Colin Day, Group Chief Financial Officer, Reckitt Benckiser</p> <p>“Interpret Numbers With Care,” Sir Peter Middleton, Former Chairman, Barclays Group</p> <p>“Learn When to Follow Your Instincts,” Michael Rake, Chairman, KPMG International</p>	<p>Steps for building support for your business case Steps for analyzing alternatives Steps for choosing a final recommendation Tips for gathering data Tips for creating an implementation plan Tips for writing your business case Sample business case Worksheet for calculating the cost of replacing a specific employee Worksheet for identifying alternatives Worksheet for tracking project implementation Checklist for creating a business case Business case template</p>	<p>HBR: Michael C. Mankins; Richard Steele. “Stop Making Plans; Start Making Decisions.” Jan 2006</p> <p>HMCL: Janice Obuchowski. “A Winning Proposition.” Jul 1, 2005</p>
<p><b>Business Plan Development</b></p> <p>Takes you step by step through the process of preparing an effective plan for a business proposal. The steps you will learn are applicable to launching a new internal product as well as seeking funding for a new start-up business.</p> <p><i>Found Under: Business Essentials and Finance</i> <i>Mentor: Linda A. Cyr</i></p>	<p>The Business Plan Overview Shaping the Process The Structure of the Business Plan Opening Sections The Executive Summary The Business Description The Business Environment Analysis Industry Background The Marketing Plan The Operations Plan The Management Summary The Financial Plan Attachments and Milestones</p>	<p>“Allocating Capital and Picking Winners,” Roger Parry, Chairman, Clear Channel International</p> <p>“Changing the Marketplace,” Karan Bilimoria, Founder and CEO, Cobra Beer</p> <p>“Moving into New Markets,” Will Whitehorn, President, Virgin Galactic</p>	<p>Steps for determining your information needs Steps for developing the marketing plan Tips for developing the business description Tips for doing the research Tips for developing the marketing plan Tips for preparing a financial plan Tips for developing a milestones plan Pro forma financial package Sample business plan</p>	<p>HBR: Michael Treacy; Jim Sims. “Take Command of Your Growth.” Apr 2004</p> <p>S&amp;I: Eric Mankin. “Can You Spot the Sure Winner?” Jul 2004</p>

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<p><b>Career Management</b> Develop a straightforward approach to managing your career or helping others manage theirs. Includes tools for matching your interests, values, and skills to the right job or development opportunity, with valuable advice on resources such as career counselors, mentors, networking, informational interviewing, and professional development reviews.</p> <p><i>Found Under: Personal Development</i> <i>Mentors:</i> James Waldroop and Timothy Butler</p>	<p>What Is Career Development? Taking Charge of Your Career Knowing Yourself Clarify Your Work Values Assess Your Skills Finding Development Opportunities at Your Company Helping Others Manage Their Careers Frequently Asked Questions</p>	<p>“Do What You Love,” Howard Lester, Chairman, Williams-Sonoma</p> <p>“Tactics for Early Career Development,” Rosabeth Moss Kanter, Professor of Business Administration, Harvard Business School</p> <p>“Take Ownership of Your Own Development,” Jay Conger, Executive Director, Leadership Institute, University of Southern California</p>	<p>Steps for clarifying your work reward values Steps for defining your career target Steps for defining and obtaining new skills Steps for preparing for an informational interview Steps for sculpting your job Tips for choosing the right developmental opportunities Tips for choosing a career counselor Tips for choosing mentors Tips for networking Tips for informational interviewing Tips for getting the skills you need Tips for staying on course Tips for talking with your supervisor about change Tips for conducting a professional development review Discovery log Skills assessment Informational interviewing worksheet Rewards worksheet Career self-assessment worksheet</p>	<p>HBR: Jeffrey A. Sonnenfeld, Andrew J. Ward. “Firing Back: How Great Leaders Rebound After Career Disasters.” Jan 2007</p> <p>HMU: Deborah M. Kolb. “Negotiate for What You Need to Succeed.” Sep 2005</p>

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<p><b>Change Management</b></p> <p>A practical guide to implementing, managing, and communicating change in your organization. Learn how to approach change with an open mind and use it as a stimulus to encourage new ideas and harness enthusiasm for further progress. Includes steps to help your unit or organization become change-ready and planning tools to address resistance to change efforts.</p> <p><i>Found Under: <b>Change, Leadership and Innovation</b></i></p> <p><i>Mentor: Linda A. Hill</i></p>	<p>The Dimensions of Change</p> <p>Being Ready for Change</p> <p>Change Management</p> <p>Implementing Change</p> <p>Communicating Change</p> <p>Understanding Reactions to Change</p> <p>Taking Care of Yourself During Change</p>	<p>“Effecting Change Through Active Engagement with Stakeholders,” Wendy Thomson, Former Head, The Office of Public Services Reform</p> <p>“Leading People Through Change,” Amy Butte, Former CFO, New York Stock Exchange</p> <p>“Overcoming Change Resisters,” Edward Lawler, Distinguished Professor of Business, Marshall School of Business, University Of Southern California</p>	<p>Steps for assessing your reactions to change</p> <p>Steps for addressing resistance to change</p> <p>Steps for creating an effective implementation plan</p> <p>Tips for avoiding common change mistakes</p> <p>Tips for creating a guiding vision</p> <p>Tips for empowering employees to change</p> <p>Tips for making near-term wins effective</p> <p>Self-assessment for managers of change</p> <p>Worksheet for communicating change</p> <p>Worksheet for addressing resistance to change</p> <p>Worksheet for overcoming obstacles to change</p>	<p>HBR: David A. Garvin; Michael A. Roberto. “Change Through Persuasion.” Jan 2006</p> <p>HMU: Kerry A. Bunker; Michael Wakefield. “Leading in Times of Change.” May 2006</p>
<p><b>Coaching</b></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>Found Under: <b>Performance Management</b></i></p> <p><i>Mentors: Interaction Associates, Inc. and Linda A. Hill</i></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>“Always Deliver Honest Feedback,” Amelia Fawcett, Vice Chairman, Morgan Stanley International</p> <p>“Be a Good Mentor,” Peter Ellwood, Group Chairman, ICI</p> <p>“Listen, Question, and Engage Beyond the Superficial,” Gill Rider, Director General, Leadership &amp; People Strategy, Cabinet Office</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>HBR: Kate Ludeman; Eddie Erlandson. “Coaching the Alpha Male.” May 2004</p> <p>HMU: Judith A. Ross. “How to Be the Best Coach for Your Team.” Nov 2005</p>

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<p><b>Crisis Management</b></p> <p>Every crisis is an opportunity to shine for managers who know what to do. Here’s how to chart a course through crisis situations, from crisis plan development and contingency thinking to post-crisis management. Relevant for managers at all levels.</p> <p><i>Found Under: <b>Change and Leadership</b></i></p> <p><i>Mentor: Norman R. Augustine</i></p>	<p>What Is a Crisis?</p> <p>Avoiding the Crisis</p> <p>Preparing to Manage the Crisis</p> <p>Recognizing the Crisis</p> <p>Containing the Crisis</p> <p>Resolving the Crisis</p> <p>Learning from the Crisis</p> <p>Managing Yourself During the Crisis</p> <p>Frequently Asked Questions</p>	<p>“Make Painful Changes in Good Times, Not Bad,” David Brandon, Chairman &amp; Chief Executive Officer, Domino’s Pizza</p> <p>“Managing Through a Crisis,” Erroll Davis, Jr., Former Chairman, Aliant Energy Corp.</p> <p>“Relying on Strong Values in a Crisis,” Marilyn Carlson Nelson, Chairman and Chief Executive Officer, Carlson Companies</p>	<p>Steps for conducting a crisis audit</p> <p>Steps for creating a crisis plan</p> <p>Tips for avoiding crises</p> <p>Tips for avoiding a project crisis</p> <p>Tips for communicating during a crisis</p> <p>Tips for handling a crisis</p> <p>The 10 worst things that could happen list</p> <p>Checklist of 30 warning signs of potential trouble</p> <p>Emergency contact list</p> <p>Pre-crisis resource planning worksheet</p> <p>Scenario impact assessment</p> <p>Worksheet for capturing learning from the crisis</p>	<p>HMU: “Managing a Crisis.” Aug 2005</p> <p>HBR: Ian I. Mitroff; Murat C. Alpaslan. “Preparing for Evil.” Apr 2003</p>
<p><b>Customer Focus</b></p> <p>A vital orientation tool with value for every employee. Covers the critical components of servicing internal or external customers, with a compelling overview of the importance of customer service, its relationship to customer satisfaction, and its link to company profitability.</p> <p><i>Found Under: <b>Business Essentials and Marketing</b></i></p> <p><i>Mentor: James L. Heskett</i></p>	<p>Facts about Customers and Loyalty</p> <p>Targeting the Right Customers</p> <p>How Loyalty Affects Profitability</p> <p>Building Employee Capability</p> <p>Knowing the Customer</p> <p>Delivering Value</p>	<p>“Creating a Unique Multi-Channel Customer Experience,” Howard Lester, Founder &amp; Chairman, Williams-Sonoma</p> <p>“Satisfying Customers,” John Egan, Former Chief Executive, BAA</p> <p>“Trust Is the Key to Winning Business,” Gill Rider, Former Chief Leadership Officer, Accenture</p>	<p>Steps for calculating the lifetime value of a customer</p> <p>Steps for developing listening posts</p> <p>Steps for improving listening posts</p> <p>Steps for mapping out a service process</p> <p>Steps for achieving excellent service recovery</p> <p>Steps for creating a customer-focused design process</p> <p>Tips for selecting the right people</p> <p>Tips for providing tools and support</p> <p>Tips for granting latitude within limits</p> <p>Tips for rewarding performance</p> <p>Worksheet for calculating the lifetime value of a customer</p> <p>Customer Value Equation worksheet</p> <p>Worksheet for calculating employee turnover</p> <p>Worksheet for calculating the cost of replacing a specific employee</p> <p>Customer feedback chart</p> <p>Worksheet for developing satisfaction goals for customers</p> <p>Improving a work process worksheet</p> <p>Service quality assessment</p>	<p>HBR: Joseph C. Nunes; Xavier Dreze. “Your Loyalty Program Is Betraying You.” Apr 2006</p> <p>BSR: An Interview with Martha Rogers. “Return on Customer: A Metric for Customer Profitability.” Jan 2006</p>

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<p><b>Decision Making</b></p> <p>How to make effective business decisions into a process that requires time and input from many individuals throughout an organization. Learn to identify underlying issues related to a decision, generate multiple alternatives, evaluate those alternatives, and communicate and implement the decision. Includes tools and techniques for diagnosing and defining problems, identifying root causes, generating options, and weighing alternatives.</p> <p>Found Under: <b>Business Essentials</b></p> <p><i>Mentor:</i> David A. Garvin and Richard Z. Gooding</p>	<p>Decision-Making Overview</p> <p>Setting the Stage</p> <p>Recognizing Obstacles</p> <p>Framing the Issue</p> <p>Generating Alternatives</p> <p>Evaluating Alternatives</p> <p>Making the Decision</p> <p>Communicating the Decision</p> <p>Implementing the Decision</p> <p>Assessing the Decision-Making</p> <p>Ethics and Decision Making</p>	<p>“Avoid Uncertainty,” John Roberts, Former Chief Executive, United Utilities</p> <p>“Ethics: The Balance of Information,” John Abele, Founder, Boston Scientific</p> <p>“Make the Tough Call, Then Act,” David Brandon, Chairman &amp; Chief Executive Officer, Domino's Pizza</p>	<p>Steps for identifying decision-making objectives</p> <p>Steps for creating a prioritization matrix</p> <p>Steps for using the point-counterpoint technique</p> <p>Steps for using the intellectual watchdog technique</p> <p>Tips for defining problems</p> <p>Tips for conducting a productive brainstorming session</p> <p>Tips for generating alternatives</p> <p>Tips for keeping your group on track</p> <p>Tips for promoting fair process</p> <p>Worksheet for setting the stage</p> <p>Brainstorming planning worksheet</p> <p>Worksheet for evaluating alternatives</p> <p>Communications notification form</p> <p>Worksheet for assessing the decision-making process</p>	<p>HBR: Paul Rogers; Marcia Blenko. “Who Has the D? How Clear Decision Roles Enhance Organizational Performance.” Jan 2006</p> <p>HMU: Richard Luecke. “Make Better Decisions.” Apr 2006</p>
<p><b>Delegating</b></p> <p>Proven tools for assessing any assignment, matching employee skills to tasks, selecting the right person, and supporting the delegation all the way through completion. Includes strategies for communicating the assignment, monitoring progress, and dealing with “reverse delegation.”</p> <p>Found Under: <b>Performance Management</b></p> <p><i>Mentor:</i> Thomas L. Brown</p>	<p>What Is Delegating?</p> <p>Guidelines for Effective Delegating</p> <p>Approaches to Delegation</p> <p>Preparing to Delegate</p> <p>Making the Assignment</p> <p>Monitoring a Delegation</p> <p>Handling Obstacles</p> <p>After the Assignment Is Complete</p> <p>Frequently Asked Questions</p>	<p>“Avoid Creating a Risk-Adverse Culture,” Roger Parry, Chairman, Clear Channel International</p> <p>“Delegate Responsibility in Order to Move with Speed,” Robert Herbold, Former Chief Operating Officer, Microsoft Corporation</p> <p>“Surround Yourself with the Best,” Dianne Thompson, Chief Executive, Camelot Group</p>	<p>Steps for delegating to the right person</p> <p>Steps for communicating the assignment</p> <p>Tips for delegating effectively</p> <p>Tips for choosing what to delegate</p> <p>Delegation skills checklist</p> <p>Worksheet for preparing to delegate</p> <p>Delegation assignment tracking form</p> <p>Task delegation analysis worksheet</p>	<p>HMU: Lauren Keller Johnson. "Are You Delegating So It Sticks?" Jul 2004</p> <p>HMU: "Five Questions About Encouraging Managers to Delegate with Jeffrey Pfeffer." Jan 2004</p>



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<p><b>Developing Employees</b></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>Found Under: Performance Management</i></p> <p><i>Mentor: Susan Alvey</i></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>“Respect and Value Every Individual's Contribution,” Amelia Fawcett, Vice Chairman, Morgan Stanley International</p> <p>“The Head Gardener,” Lord Sharman, Chairman, Aegis Group</p> <p>“Trust, Develop, Stretch,” Stephen Dando, Group HR Director, Reuters</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: Robert Morison; Tamara Erickson; Ken Dychtwald. “Managing Middlecence.” Mar 2006</p> <p>HMU: Glenn Rifkin. “Building Better Global Managers.” Mar 2006</p>

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<p><b>Difficult Interactions</b> 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>Found Under:</i> <b>Communications and Workplace Issues</b></p> <p><i>Mentors:</i> Interaction Associates, Inc.</p>	<p>What Are Difficult Interactions? Causes of Difficult Interactions To Manage a Difficult Interaction—Or Let It Go? Assessing the Facts Identifying the Emotions Dealing with Threats to Your Self-Image Solving the Problem Managing Difficult Interactions</p>	<p>“Dealing with High-Maintenance Individuals,” Dawn Airey, Managing Director, BSKyB</p> <p>“Embracing Conflict,” Richard Pascale, Writer, Lecturer and Consultant, Oxford University</p> <p>“Keeping Peace Between People,” Sir Mark Weinberg, President, St. James’s Place Capital</p>	<p>Steps for managing a difficult interaction Steps for improving your conflict-management style Steps for using active listening Steps for resolving conflicts between employees Tips for letting go of a difficult interaction Tips for effective listening Tips for managing anger Tips for dealing with extra-frustrating behaviors Tips for dissipating tension during a difficult conversation Tips for maintaining effective work relationships Worksheet for finding the source of the difficulty Worksheet for deciding whether to deal with a difficult interaction Perceptions and behavior assessment Discussing difficult interactions assessment Worksheet for creating a plan for change Worksheet for resolving a conflict between employees</p>	<p>HBR: Jeff Weiss; Jonathan Hughes. “Want Collaboration? Accept—and Actively Manage—Conflict.” Mar 2005</p> <p>Neg: “When Life Gives You Lemons: How to Deal with Difficult People.” Nov 2004</p>



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<p><b>Dismissing an Employee</b> Terminating an employee for performance-based reasons may be a sudden event, or the dismissal may be the result of a longer, unsuccessful performance management process. In either case, it can be an uncomfortable encounter for both supervisor and employee. This module presents valuable advice on effectively managing the process.</p> <p><i>Found Under:</i> <b>Change and Workplace Issues</b> <i>Mentors:</i> Susan Alvey and Stever Robbins</p>	<p>A Difficult Moment The legal implications of dismissals How effectively do dismissals solve the problem? Taking Care of Yourself During a Dismissal Understanding the Grounds for a Dismissal Considering Alternatives Handling a Dismissal Professionally Handling the Details After a Dismissal Leading Your Team After a Dismissal Learning from a Dismissal Key Terms Frequently Asked Questions</p>	<p>“Don’t Deliver Bad News Badly,” Paul Anderson, Chairman &amp; Chief Executive Officer, Duke Energy</p> <p>“How to Let People Go,” John Roberts, Former Chief Executive, United Utilities</p> <p>“Remove People Sooner Rather Than Later,” Erroll Davis Jr., Former Chairman, Alliant Energy Corporation</p>	<p>Steps for preparing for a stressful conversation Steps for documenting employee performance problems Tips for dealing with employee behavior problems Tips for conducting dismissals Tips for giving references for a dismissed employee Tips for working with a communications coach List of dos and don’ts for dismissing an employee Dismissal preparation checklist Self-assessment on managing a dismissal</p>	<p>HBR: Beth Axelrod et al. "A New Game Plan for C Players." Jan 2002</p> <p>HMCL: Steve Gosset. "Sometimes You Do Have to Fire People: Making Sure the End Is Not Really the Beginning of More Headaches." Oct 1999</p>
<p><b>Diversity</b> A diverse team generates more creative ideas and gives organizations a unique competitive edge. But diversity also brings new challenges, as people from different backgrounds and cultures come together in the workplace. Learn how to manage diversity to extract maximum value from your employees’ differences—including how to recruit diverse talent, resolve diversity-related conflicts, and communicate with employees and customers from other cultures.</p> <p><i>Found Under:</i> <b>Business Essentials and Workplace Issues</b> <i>Mentor:</i> Martha R. A. Fields</p>	<p>What Is Diversity? Thinking Differently About Differences Handling Diversity-Related Conflict Fostering an Inclusive Environment Tapping Diversity’s Value Recruiting a Diverse Team Retaining Diverse Employees Understanding Culture Communicating Across Cultures</p>	<p>“Behavior Is the Language of International Business,” Bryan Sanderson, Former Chairman, Standard Chartered</p> <p>“Championing Diversity,” Ann Limb, Former Group Chief Executive, Ufi</p> <p>“The Business Case for Gender Diversity,” Gill Rider, Director General, Leadership &amp; People Strategy, Cabinet Office</p>	<p>Steps for distinguishing between performance- and diversity-related problems Steps for creating a diversity recruitment plan Steps for resolving diversity-related conflicts Steps for strengthening your cultural intelligence Tips for creating an inclusive workplace environment Tips for recruiting diverse employees Tips for maximizing the value of employee affinity groups Tips for showing respect for people from another culture Worksheet for understanding interpersonal bias Creating an inclusive environment self-assessment Worksheet for creating a diversity profile Recruitment interview checklist Cultural intelligence self-assessment Worksheet for preparing for a cross-cultural business trip</p>	<p>HBR: Robin J. Ely, Debra E. Meyerson, and Martin N. Davidson. “Rethinking Political Correctness.” 2006</p> <p>HMU: Glenn Rifkin. “Building Better Global Managers.” Mar 2006</p>

MODULE	CONCEPTS	PERSONAL INSIGHTS	LISTS & DOWNLOADABLE TOOLS	ARTICLES INCLUDED
<p><b>Feedback Essentials</b></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>Found Under: Performance Management</i></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>“Always Deliver Honest Feedback,” Amelia Fawcett, Vice Chairman, Morgan Stanley International</p> <p>“Give Honest and Constructive Real-Time Feedback,” William Harrison, Former Chairman of the Board, JPMorgan Chase Bank</p> <p>“You Can’t Praise Enough,” Ann Limb, Former Group Chief Executive, Ufi</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>HBR: Steven Berglas. “How to Keep A Players Productive.” Sep 2006</p> <p>HMU: Cynthia M. Phoel. “Feedback That Works.” Sep 2006</p>
<p><b>Finance Essentials</b></p> <p>This primer shows non-financial managers how their units fit into the company’s overall financial picture. Includes easy-to-understand explanations of the income statement, balance sheet, and cash flow statement, plus practical advice for pulling together a department’s budget and justifying an investment or expenditure.</p> <p><i>Found Under: Business Essentials and Finance</i></p> <p><i>Mentor:</i> Chuck Kremer</p>	<p>Monitoring Financial Health</p> <p>The Income Statement</p> <p>The Balance Sheet</p> <p>The Cash Flow Statement</p> <p>Comparing the Three Financial Statements</p> <p>Measuring Financial Health</p> <p>The Budget Process</p> <p>Preparing a Budget</p> <p>Articulating Your Assumptions</p> <p>What Is Cost/Benefit Analysis?</p> <p>Return on Investment and Payback Period</p> <p>Net Present Value and Internal Rate of Return</p> <p>Sensitivity Analysis</p> <p>Estimating Unquantifiable Benefits and Costs</p> <p>Breakeven Analysis</p> <p>Tracking Performance</p> <p>Key Terms</p>	<p>“Creating Financial Acumen in Your Company,” Blythe McGarvie, President and Founder, Leadership International Finance</p> <p>“Keeping Control of Cash,” Sir Peter Middleton, Former Chairman, Barclays Group</p> <p>“Learn When to Say 'No' to New Business Opportunities,” Karen Kerrigan, Founder, Small Business &amp; Entrepreneurship Council</p>	<p>Steps for creating a budget</p> <p>Steps for tracking a budget</p> <p>Tips for analyzing financial statements</p> <p>Tips for budgeting</p> <p>Annual budgeting and tracking worksheet</p> <p>Breakeven analysis worksheet</p> <p>Initiative proposal worksheet</p>	<p>HBR: Alfred Rappaport. “Ten Ways to Create Shareholder Value.” Sep 2006</p> <p>BSR: Robert S. Kaplan. “The Demise of Cost and Profit Centers.” Jan 2007</p>

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<p><b>Goal Setting</b></p> <p>Is your work organized around clear and meaningful objectives? It will be once you've mastered these tools and techniques for establishing realistic goals, creating a task list, tracking milestones, and evaluating achievement.</p> <p><i>Found Under: Performance Management</i></p> <p><i>Mentors: Penny Locey and Linda A. Hill</i></p>	<p>Goal Setting: An Overview</p> <p>Setting SMART Goals</p> <p>Developing Unit Goals</p> <p>Developing Individual Goals</p> <p>Maximizing Goal Success</p> <p>Accomplishing Goals</p> <p>Evaluating Goals</p>	<p>“Restoring Confidence,” Rosabeth Moss Kanter, Professor of Business Administration, Harvard Business School</p> <p>“Setting Clear and Achievable Goals,” Roger Parry, Chairman, Clear Channel International</p> <p>“Transformational Goals,” Stephen Dando, Group HR Director, Reuters</p>	<p>Steps for identifying and prioritizing goals</p> <p>Steps for accomplishing your goals</p> <p>Steps for monitoring your progress</p> <p>Tips for setting unit goals</p> <p>Tips for setting your team members' goals</p> <p>Tips for increasing goal success</p> <p>Goal development worksheet</p> <p>Smart goal worksheet</p> <p>Goal and task worksheet</p> <p>Obstacles/solutions worksheet</p> <p>Worksheet for evaluating goals</p>	<p>BSR: Robert S. Kaplan. “Target Setting.” May 2006</p> <p>HBR: Dianne Ledingham; Mark Kovac; Heidi Locke Simon. “The New Science of Sales Force Productivity.” Sep 2006</p>
<p><b>Hiring</b></p> <p>Techniques for finding, interviewing, and selecting top performers. Covers information on screening résumés, checking references, asking effective questions, making the hiring decision, and extending the offer. Includes tools for creating a job profile, preparing for an interview, and evaluating job candidates.</p> <p><i>Found Under: Workplace Issues</i></p> <p><i>Mentor: Linda A. Hill</i></p>	<p>Hiring Overview</p> <p>Defining Job Requirements</p> <p>Recruiting Promising Candidates</p> <p>Preparing to Interview</p> <p>Conducting the Interview</p> <p>Maintaining Control of the Interview</p> <p>Asking Effective Questions</p> <p>Asking Personal Questions</p> <p>Evaluating Candidates</p> <p>Making the Offer</p>	<p>“Hire the Right People,” Aart de Geus, Chairman and Chief Executive Officer, Synopsys</p> <p>“Recruit Talent, Not Experience,” Don Cruickshank, Former Chairman, London Stock Exchange</p> <p>“Techniques For Hiring Well,” Aart de Geus, Chairman and Chief Executive Officer, Synopsys</p>	<p>Steps for recruiting candidates</p> <p>Steps for asking interview questions</p> <p>Steps for making the hire</p> <p>Tips for finding the right person</p> <p>Tips for screening résumés</p> <p>Tips for conducting the interview</p> <p>Interview preparation form</p> <p>Decision-making matrix worksheet</p> <p>Job profile form</p>	<p>HBR: Justin Menkes. “Hiring for Smarts.” Nov 2005</p> <p>HMU: Judith A. Ross. “Hiring for Intangibles.” Jan 2007</p>

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<p><b>Innovation and Creativity</b></p> <p>How to stimulate creative thinking in an intellectually diverse workgroup. Learn to assess and then tailor the physical and psychological environment to stimulate creative thought, and how to manage the process of innovation for maximum impact on your organization.</p> <p><i>Found Under: Innovation, Leadership, Strategy and Teams</i></p> <p><i>Mentor: Dorothy Leonard</i></p>	<p>The Manager's Role</p> <p>What Are Creativity and Innovation?</p> <p>Key Misconceptions</p> <p>Five Steps in the Creative Process</p> <p>Characteristics of Creative Groups</p> <p>Different Thinking Styles</p> <p>Building Intellectual Diversity</p> <p>Fostering Creative Abrasion</p> <p>Enhancing the Psychological Environment</p> <p>Enriching the Physical Environment</p> <p>Divergent Thinking Techniques</p> <p>Convergence Techniques</p>	<p>“Diversity of Experience Creates Opportunity,” Julia Cleverdon, Chief Executive, Business in the Community</p> <p>“Embracing Conflict,” Richard Pascale, Writer, Lecturer and Consultant, Oxford University</p> <p>“Listening to the Periphery,” Richard Pascale, Writer, Lecturer and Consultant, Oxford University</p>	<p>Steps for fostering creative conflict: depersonalizing issues</p> <p>Steps for promoting creative conflict: surfacing unspoken issues</p> <p>Steps for enhancing your own creative potential</p> <p>Tips for providing outside stimulation for your group</p> <p>Tips for enhancing the physical workspace to facilitate communication and interaction</p> <p>Tips for motivating and rewarding creativity</p> <p>Tips for brainstorming sessions</p> <p>Creativity checklist</p> <p>Form for setting a target for creative change</p> <p>Psychological environment for creativity assessment</p> <p>Enhancing the creativity of the physical workspace worksheet</p> <p>Planning for innovation worksheet</p> <p>Form for listing attributes</p>	<p>HBR: Richard Florida; Jim Goodnight. “Managing for Creativity.” Feb 2007</p> <p>HMU: Debriefing Luc de Brabandere: “Boost Your Company's Creativity.” Apr 2006</p>
<p><b>Innovation Implementation</b></p> <p>A framework for turning an innovative idea into reality. Innovation is not only about generating creative ideas. Innovation results when a creative idea is put to use. However, the implementation phase is where many good ideas fail. Learn how to implement an innovation, from crafting a vision statement to managing resistance.</p> <p><i>Found Under: Change, Innovation and Leadership</i></p> <p><i>Mentor: Kumar Nochur</i></p>	<p>Innovation and Innovators</p> <p>Developing an Inspiring Vision of Your Innovation</p> <p>Identifying Stakeholders</p> <p>Cultivating Your Informal Support Network</p> <p>Building a Business Case</p> <p>Communicating with Stakeholders</p> <p>Managing Resistance to New Ideas and Change</p> <p>Staying Passionate About Your Innovation</p>	<p>“Getting Out of the Boardroom,” Lord MacLaurin, Former Chairman, Vodafone Group</p> <p>“It Takes Time,” John Stewart, Former Director, McKinsey and Company</p> <p>“Workers and Innovators,” Phil Smith, Business Development Director, Cisco Systems, UK &amp; Ireland</p>	<p>Steps for developing your vision</p> <p>Steps for building support for your idea</p> <p>Steps for building a preliminary business case</p> <p>Steps for overcoming resistance</p> <p>Tips for choosing a sponsor</p> <p>Tips for choosing a gatekeeper</p> <p>Tips for choosing an opinion leader</p> <p>Tips for promoting acceptance of your idea</p> <p>Worksheet for crafting a vision statement</p> <p>Checklist for evaluating a sponsor</p> <p>Form for communicating with a stakeholder</p> <p>Form for managing communications follow-up</p> <p>Worksheet for overcoming resistance</p>	<p>HBR: Gary Hamel. “The Why, What, and How of Management Innovation.” Feb 2006</p> <p>HMU: Dean Hering; Jeffrey Phillips. “Innovate on Purpose.” Sep 2006</p>

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<p><b>Laying Off Employees</b></p> <p>When organizations downsize, the supervisors responsible for communicating the layoffs and managing the repercussions face one of the greatest challenges they will ever encounter. This topic presents some sound advice on how to best manage this process, and presents the perspective of the manager as well as the direct report.</p> <p><i>Found Under: <b>Change and Workplace Issues</b></i></p> <p><i>Mentors: Susan Alvey and Stever Robbins</i></p>	<p>What Is a Layoff?</p> <p>Taking Care of Yourself Through a Layoff</p> <p>Understanding the Grounds for a Layoff</p> <p>Deciding Whom to Lay Off</p> <p>Communicating a Layoff to Employees</p> <p>Informing Employees Who Are Being Laid Off</p> <p>Helping Displaced Workers After a Layoff</p> <p>Managing Layoff Survivors</p> <p>Leading Your Team After a Layoff</p> <p>Learning from a Layoff</p> <p>Key Terms</p> <p>Frequently Asked Questions</p>	<p>“Always Be Resilient ,” Peter Ellwood, Founder, Small Business &amp; Entrepreneurship Council</p> <p>“Letting People Go,” Lord Sharman, Chairman, Aegis Group</p> <p>“Winning Teams Must Change,” Dawn Airey, Managing Director, Sky Networks, BSKyB</p>	<p>Steps for leading post-layoff change</p> <p>Steps for preparing for a stressful conversation</p> <p>Tips for acknowledging endings after a layoff</p> <p>Tips for holding question sessions after a layoff</p> <p>Tips for working with a communications coach</p> <p>List of dos and don'ts for laying off employees</p> <p>Layoff preparation checklist</p> <p>Self-assessment on managing a layoff</p>	<p>HMCL: Kim Ribbink. "Communicating in the Aftermath." Jun 2002</p> <p>HMCL: Stever Robbins. "How to Communicate Layoffs." Jul 2001</p>
<p><b>Leading and Motivating</b></p> <p>A synopsis of the essential tasks of leadership: setting direction, aligning people, and motivating others. Learn how to recognize the skills and characteristics of effective leaders, create an inspiring vision, and energize people to support and work toward your goals.</p> <p><i>Found Under: <b>Leadership and Performance Management</b></i></p> <p><i>Mentor: Linda A. Hill</i></p>	<p>What Leaders Really Do</p> <p>Skills and Characteristics of Leaders</p> <p>Adapting Your Leadership Style</p> <p>Crafting a Vision That Others Will Follow</p> <p>Aligning People Through Successful Communication</p> <p>Motivating Others</p> <p>Energizing Difficult People</p> <p>Creating a Work Environment that Motivates</p>	<p>“Find Your Personal Communication Style,” Laura Tyson, Dean, London Business School</p> <p>“Mission and Vision,” Lord Bilimoria, Founder and CEO, Cobra Beer</p> <p>“Passion and Energy,” Robin Ryde, Head, Centre for Strategic Leadership, National School of Government</p>	<p>Steps for adapting your leadership style to individual needs</p> <p>Steps for formulating a vision</p> <p>Steps for creating forward momentum</p> <p>Tips for establishing your credibility</p> <p>Tips for developing your leadership skills</p> <p>Tips for creating an inspiring work environment</p> <p>Emotional intelligence and leadership trait checklist</p> <p>Worksheet for developing a vision</p> <p>Worksheet for keeping people motivated</p> <p>Establishing credibility and building a holding environment checklist</p>	<p>HBR: “In Praise of the Incomplete Leader.” Feb 2007</p> <p>HMU: David Sirota; Louis A. Mischkind; Michael Irwin Meltzer. “Stop Demotivating Your Employees!” Jan 2006</p>



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<p><b>Managing Upward</b> How well do you work with your supervisor? Gain insight into developing a mutually rewarding relationship, with skills for communicating and negotiating with your manager. Includes tips on presenting problems or opportunities to your supervisor and accepting responsibility for your proposed actions. <i>Found Under: Business Essentials and Personal Development</i> <i>Mentors: Katie Carlone and Linda A. Hill</i></p>	<p>The Purpose of Managing Upward Developing a Relationship with Your Manager Communicating with Your Manager Negotiating with Your Manager</p>	<p>“Asking the Right Questions,” Sir Peter Middleton, Former Chairman, Barclays Group  “Embracing Conflict,” Richard Pascale, Writer, Lecturer and Consultant, Oxford University  “Take Ownership of Your Own Development,” Jay Conger, Executive Director, Leadership Institute, University of Southern California</p>	<p>Steps for developing a relationship with your manager Steps for presenting problems or opportunities up Tips for working effectively with your manager Tips for negotiating your needs Worksheet for understanding your manager Worksheet for understanding yourself Worksheet for monitoring the effectiveness of your relationship with your manager Worksheet for negotiating with your manager</p>	<p>HMCL: Anne Field. “Truth or Consequences: Dealing with a Conflict-Averse Boss.” 2005  HMU: Rich Wellins. “Five Questions About Interviewing Your Prospective Supervisor.” Oct 2004</p>
<p><b>Marketing Essentials</b> Written especially for non-marketing managers, this module includes fundamentals that will help people throughout the organization better understand the importance of marketing and how it relates to them. <i>Found Under: Business Essentials and Marketing</i> <i>Mentors: Philip Kotler and Bruce Wrenn</i></p>	<p>Marketing Overview Marketing Orientation Satisfying Your Customers Developing Your Marketing Orientation Defining Your Target Market Understanding Your Consumer Market Understanding Your Organizational Market Understanding Your Competition Developing Your Marketing Strategy Marketing Communications New Product Development From Marketing Plan to Market Direct Marketing Relationship Marketing Key Terms Frequently Asked Questions</p>	<p>“No Brand Is Immortal,” Christopher Bland, Chairman, BT Group  “The Power of the Story,” Dame Anita Roddick, Founder, The Body Shop International  “Turning Your Customers into Your R&amp;D Force,” John Abele, Founder, Boston Scientific</p>	<p>Steps for market research Tips for building a marketing orientation Tips for creating an effective print ad Tips for designing a powerful sales promotion Tips for evaluating sales representatives Tips for marketing online Tips for selecting the right marketing communications mix Worksheet for calculating the lifetime value of a customer Customer value equation worksheet Worksheet for conducting a SWOT analysis Product profile worksheet Form for drafting a marketing plan</p>	<p>HBR: Daniel Yankelovich; David Meer. “Rediscovering Market Segmentation.” Feb 2006  HMU: James Allen; Frederick F. Reichheld; Barney Hamilton. “Tuning Into the Voice of Your Customer.” Oct 2005</p>



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<p><b>Meeting Management</b></p> <p>A timesaving guide to planning and conducting meetings from start to finish. Covers preparation, keeping the meeting on track, and follow-up. Includes expert advice for dealing with problem behaviors exhibited by meeting participants.</p> <p><i>Found Under:</i> <b>Communications</b></p> <p><i>Mentors:</i> Interaction Associates, Inc. and Linda A. Hill</p>	<p>Types and Purposes of Meetings</p> <p>Creating an Agenda</p> <p>Preparing for the Meeting</p> <p>How Groups Reach Decisions</p> <p>Conducting a Meeting</p> <p>When Bad Things Happen to Good Meetings</p> <p>Ending a Meeting</p> <p>Following Up After a Meeting</p> <p>Virtual Meetings</p>	<p>“Follow It Up,” Sir Gerry Robinson, Former Non-Executive Chairman, Allied Domecq</p> <p>“Judgment Calls,” Phil Smith, Business Development Director, Cisco Systems, UK &amp; Ireland</p> <p>“Perception,” David McTurk, Former COO, Bookham Technology</p>	<p>Steps for planning, conducting, and following up</p> <p>Steps for discussing a problem</p> <p>Steps for building an instant agenda</p> <p>Tips for preparing a meeting</p> <p>Tips for conducting a meeting</p> <p>Tips for dealing with problem behaviors</p> <p>Tips for intervening at critical junctures</p> <p>Tips for ending a meeting</p> <p>Tips for on-the-spot recording</p> <p>Meeting agenda form</p> <p>Meeting planner's checklist</p> <p>Meeting minutes form</p>	<p>HBR: Bob Frisch; Logan Chandler. “Off-Sites that Work.” Jun 2006</p> <p>HMCL: Marty Linsky. “The Morning Meeting: Best-Practice Communication for Executive Teams.” May 2006</p>
<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>Found Under:</i> <b>Communications</b></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>“Embracing Conflict,” Richard Pascale, Writer, Lecturer and Consultant, Oxford University</p> <p>“Listen, Question, and Engage Beyond the Superficial,” Gill Rider, Former Chief Leadership Officer, Accenture</p> <p>“Use Emotion Sparingly,” Sir David Michels, Former Group Chief Executive, The Hilton Group</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: “Getting Past Yes: Negotiating As If Implementation Mattered.”</p> <p>HMU: Deborah M. Kolb. “Negotiate for What You Need to Succeed.” Sep 2005</p>

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<p><b>New Manager Transitions</b>                      Concepts and practical advice to help a new managers make a successful transition to the managerial role. Learn common myths of management, the nature of the transition process from individual contributor to manager, how to enhance your self-knowledge, ways to build effective teams, and how to cope with the stresses and emotions that characterize the managerial role.  <i>Found Under: Personal Development</i>  <i>Mentor: Linda A. Hill</i></p>	<p>Myths About Managers                      Roles and Expectations                      Setting Agendas and Building                      Taking a Broader View                      Managing Teams                      Managing Individuals                      Putting It All Together                      Promoting Diversity and Understanding Group Culture                      Building Self-Awareness                      The Power of Emotional Intelligence                      Coping with New Emotions                      Reaping the Rewards                      Frequently Asked Questions</p>	<p>“Adapt Your Leadership Style to Each Individual,” David Brandon, Chairman &amp; Chief Executive Officer, Domino’s Pizza                       “Becoming a Manager,” David Brandon, Chairman &amp; Chief Executive Officer, Domino’s Pizza                       “Diversity in Teams,” Robin Ryde, Head, Centre for Strategic Leadership, National School of Government                       “Supporting Your Team,” David Brandon, Chairman &amp; Chief Executive Officer, Domino’s Pizza</p>	<p>Steps for building and cultivating your network                      Steps for strengthening your emotional intelligence                      Tips for assessing your progress                      Tips for influencing others                      Tips for introducing new policies and practices                      Tips for leveraging resources in your first year                      Best manager-worst manager worksheet                      Checklist for new managers                      Emotional intelligence self-assessment                      Contact sheet for new managers                      Worksheet for adapting your managerial style</p>	<p>HBR: Linda Hill. “Becoming the Boss.” Jan 2007                       HMU: Anne Field. “Moving Managers from “Me” to “We.” Apr 2006</p>
<p><b>Performance Appraisal</b>                      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,</i> and <i>after</i> steps designed to reinforce desirable behavior and effect change where needed.  <i>Found Under: Performance Management</i>  <i>Mentor: Kathleen Jordan</i></p>	<p>The Purpose of Assessing Performance                      Preparing for a Performance Appraisal Meeting                      Conducting a Performance Appraisal Meeting                      Recording the Meeting                      Following Up                      Frequently Asked Questions</p>	<p>“Always Deliver Honest Feedback,” Amelia Fawcett, Vice Chairman, Morgan Stanley International                       “Trust, Develop, Stretch,” Stephen Dando, Group HR Director, Reuters                       “You Can’t Praise Enough,” Ann Limb, Former Group Chief Executive, Ufi</p>	<p>Steps for preparing for a performance appraisal meeting                      Steps for conducting a performance appraisal meeting                      Tips for preparing for a performance appraisal meeting                      Tips for conducting a performance appraisal meeting                      Performance appraisal preparation checklist                      Performance appraisal evaluation checklist                      Individual development plan worksheet</p>	<p>HBR: Robert S. Kaplan. “What to Ask the Person in the Mirror.” Jan 2007                       HMU: Anne Field. “Are You Rewarding Solo Performance at the Team’s Expense?” Aug 2006</p>

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<p><b>Performance Measurement</b></p> <p>Learn how to measure your group’s performance by applying a disciplined process to performance measurement.</p> <p><i>Found Under: Finance and Strategy</i></p> <p><i>Mentor: Robert S. Kaplan</i></p>	<p>Performance Measurement Overview</p> <p>Key Performance Indicators</p> <p>Performance Measurement Systems</p> <p>Performance Measurement as a</p> <p>Deciding What to Measure</p> <p>Gathering Performance Data</p> <p>Interpreting Performance Results</p> <p>Avoiding Performance Measurement Pitfalls</p> <p>From Performance Measurement to Performance Management</p> <p>Key Terms</p>	<p>“Having a long-term vision,” Lord Bilimoria, Founder and CEO, Cobra Beer</p> <p>“If you're not getting better, you're getting worse,” David Brandon, Chairman &amp; Chief Executive Officer, Domino's Pizza</p> <p>“Setting clear and achievable goals,” Roger Parry, Chairman, Clear Channel International</p>	<p>Steps for measuring performance</p> <p>Steps for communicating performance data to your group</p> <p>Tips for launching the performance measurement process</p> <p>Tips for defining objectives</p> <p>Tips for creating performance metrics</p> <p>Tips for setting performance targets</p> <p>Worksheet for understanding key performance indicators</p> <p>Worksheet for understanding your company's performance measurement system</p> <p>Worksheet for deciding which performance aspects to measure</p> <p>Worksheet for setting performance targets</p> <p>Worksheet for tracking performance results</p>	<p>HBR: Dominic Dodd; Ken Favaro. “Managing the Right Tension.” Dec 2006</p> <p>BSR: Dennis Campbell. “Choose the Right Measures, Drive the Right Strategy.” May 2006</p>
<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>Found Under: Communications and Leadership</i></p> <p><i>Mentor: Harry Mills</i></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>“Prepare Thoroughly and Know Your Audience,” Rosabeth Moss Kanter, Professor of Business Administration, Harvard Business School</p> <p>“Trust Is the Key to Winning Business,” Gill Rider, Director General, Leadership &amp; People Strategy, Cabinet Office</p> <p>“Use Emotion Sparingly,” David Michels, Former Group Chief Executive, Hilton Group</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>HBR: David A. Garvin; Michael A. Roberto. “Change Through Persuasion.” Jan 2006</p> <p>SCS: Lauren Keller Johnson. “Tactics for Changing Minds.” Nov 2005</p>

MODULE	CONCEPTS	PERSONAL INSIGHTS	LISTS & DOWNLOADABLE TOOLS	ARTICLES INCLUDED
<p><b>Presentation Skills</b> 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. <i>Found Under:</i> <b>Communications</b> <i>Mentor:</i> Nick Morgan</p>	<p>Presentation Overview Laying the Foundation for Your Presentation Deciding What to Say Organizing Your Presentation Using Visuals Rehearsing Presenting Effectively Handling Questions Making Group Presentations Evaluating Your Presentation</p>	<p>“Prepare Thoroughly and Know Your Audience,” Rosabeth Moss Kanter, Professor of Business Administration, Harvard Business School  “Choose Your Words Carefully,” Paul Anderson, Chairman &amp; Chief Executive Officer, Duke Energy  “Keep It Simple,” Lord Sharman, Chairman, Aegis Group</p>	<p>Steps for setting up a presentation Steps for creating a presentation Steps for practicing and evaluating Tips for setting up a presentation Tips for organizing a presentation Tips for creating visuals Tips for presenting effectively Preliminary planning worksheet Audience characteristics worksheet Presentation context worksheet Presentation outline worksheet Logistics worksheet Objections worksheet</p>	<p>HMCL: Roly Grimshaw. “Why the Best Presentations Are Good Conversations.” Oct 2004  HMCL: Cynthia M. Phoel. “Leading Words: How to Use Stories to Change Minds and Ignite Action.” May 2006</p>
<p><b>Processes Improvement</b> When you improve your team’s business processes, you generate valuable results for your organization. But knowing which processes to change, how to change them, and how to ensure that they deliver the best outcomes can be challenging. Learn what business processes are; why improving them is essential; and how to carry out a business process improvement initiative. <i>Found Under:</i> <b>Business Essentials</b> and <b>Change</b> <i>Mentor:</i> Mark McDonald</p>	<p>Understanding Business Processes What Is Business Process Improvement? Planning a Process Improvement Analyzing the Existing Process Redesigning Your Process Acquiring Needed Resources Implementing Your Redesigned Process Continually Improving Your Process</p>	<p>“Process Improvement,” Sir John Egan, Former Chief Executive, BAA  “Smart Cost Reduction,” Paul Skinner, Chairman, Rio Tinto  “Reducing Cycle Time,” John Whybrow, Chairman, Wolseley</p>	<p>Steps for improving a process Steps for creating a functional activity flowchart Steps for envisioning a better process Tips for developing a process mindset in your team Tips for prioritizing process-improvement efforts Tips for benchmarking and researching best processes Tips for redesigning a process Tips for overcoming resistance to a redesigned process Checklist for deciding whether process improvement is necessary Worksheet for planning a process redesign Worksheet for creating a functional activity flowchart Process report card Worksheet for process benchmarking</p>	<p>HBR: Michael Hammer. “Deep Change: How Operational Innovation Can Transform Your Company.” April 2004.  HMU: Rudy Puryear and Christine Detrick. “Are You Sending Your Problems Offshore?” February 2006.</p>

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<p><b>Project Management</b> Learn the nuts and bolts of project management, including project planning, budgeting, team-building, execution, and risk analysis. Covers useful tools and techniques such as GANTT and PERT charts, Work Breakdown Structure, and variance analysis. <i>Found Under: Business Essentials</i> <i>Mentor: Mary Grace Duffy</i></p>	<p>Project Management Overview Identifying Project Needs and Objectives Understanding Competing Demands and "Scope Creep" Defining Roles and Responsibilities Creating a Project Charter Developing High-Level Estimates Assembling Your Team &amp; Assigning Tasks Developing a Budget Developing a Schedule Creating a Communications Plan Launching and Monitoring the Project Managing Risk Wrapping Up the Project</p>	<p>"Don't Sit on Bad News in Project Management," Clive Mather, President &amp; CEO, Shell Canada  "Invest Time in Building Teams," Paul Skinner, Chairman, Rio Tinto  "Allocating Capital and Picking Winners," Roger Parry, Chairman, Clear Channel International</p>	<p>Steps for building an effective project team Steps for building a Gantt chart Steps for developing a critical path Tips for getting your WBS right Tips for scheduling a project Tips for selecting project-management software Tips for putting a late project back on schedule Worksheet for identifying your project objectives Project charter worksheet Worksheet for developing high-level estimates Worksheet for assessing project team members' skills Meeting minutes form Worksheet for monitoring project progress Form for capturing lessons learned</p>	<p>HMU: Alan P. Brache, Sam Bodley-Scott. "Which Initiatives Should You Pursue?" Oct 2006  HMU: Loren Gary. "Will Project Creep Cost You—or Create Value." Jan 2005</p>
<p><b>Retaining Employees</b> Why do employees stay with—or leave—their jobs? Learn strategies for attracting and keeping top performers, how to handle common obstacles to retention such as burnout and work/life imbalance, and how to develop programs that address the diverse needs and interests of your workforce. <i>Found Under: Workplace Issues</i> <i>Mentors: James Waldroop and Timothy Butler</i></p>	<p>Employee Retention Overview Why Is Retention More Important Than Ever? What Makes Retention So Challenging? The Special Challenges of a Diverse Work Force Hiring Right: The First Step to Retention Stay Competitive Cultivate the Right Culture Help Managers Help Employees Stay Help Employees Avoid Burnout Frequently Asked Questions Key Terms</p>	<p>"The Business Case for Gender Diversity," Gill Rider, Director General, Leadership &amp; People Strategy, Cabinet Office  "Don't Take a Job for Life," Colin Day, Group Chief Financial Officer, Reckitt Benckiser  "Love What You Do," Warren Bennis, Distinguished Professor of Business Administration, University of Southern California</p>	<p>Steps for managing exhausted employees Steps for diagnosing and closing retention gaps Tips for getting good people to stay Tips for building your retention task force Tips for building your online internal job-search tool Tips for using training to foster retention Tips for recognizing the early warning signs of defection Tips for hooking the right prospects Worksheet for conducting a stay interview Worksheet for calculating the cost of replacing a specific employee Work culture survey Retention self-assessment</p>	<p>HBR: Sylvia Ann Hewlett and Carolyn Buck Luce. "Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success." Mar 2005  HMU: Judith Ross. "Dealing with the Real Reasons People Leave."</p>

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<p><b>Strategic Thinking</b> Learn how to recognize the personal traits, behaviors and attitudes, and cognitive capacities that strategic thinkers demonstrate.</p> <p><i>Found Under: Innovation, Leadership and Strategy</i></p> <p><i>Mentor: David J. Collis</i></p>	<p>Strategic Thinking Overview</p> <p>Defining Characteristics of Strategic Thinkers</p> <p>Strategic Thinking as a Process</p> <p>Seeing the Big Picture</p> <p>Clarifying Strategic Objectives</p> <p>Identifying Relationships, Patterns, and Trends</p> <p>Thinking Creatively</p> <p>Analyzing Information</p> <p>Prioritizing Your Actions</p> <p>Making Trade-Offs</p>	<p>“Having a long-term vision,” Lord Bilimoria, Founder and CEO, Cobra Beer</p> <p>“Be clear what the aim is,” Sir Gerry Robinson, Former Chairman, Allied Domecq</p> <p>“Moving into new markets,” Will Whitehorn, President, Virgin Galactic</p>	<p>Steps for understanding your company's and unit's strategies</p> <p>Steps for balancing short-term requirements with long-term goals</p> <p>Tips for seeing the big picture</p> <p>Tips for clarifying strategic objectives</p> <p>Tips for identifying relationships, patterns, and trends</p> <p>Tips for thinking creatively</p> <p>Tips for analyzing information</p> <p>Tips for prioritizing your actions</p> <p>Tips for making trade-offs</p> <p>Strategic thinking self-assessment</p> <p>Worksheet for seeing the big picture</p> <p>Worksheet for clarifying strategic objectives</p> <p>Worksheet for identifying relationships, patterns, and trends</p> <p>Worksheet for thinking creatively</p> <p>Worksheet for analyzing information</p> <p>Worksheet for prioritizing your actions</p> <p>Worksheet for making trade-offs</p>	<p>HBR: George Stalk Jr. “Curveball: Strategies to Fool the Competition.” Sep 2006</p> <p>HMU: “Essentials: The Building Blocks of Strategy.” Jan 2006</p>



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<p><b>Strategy Execution</b></p> <p>Learn what strategy is, how senior management and units work together to develop strategy, and how units support a company’s strategy by developing and executing action plans for strategic initiatives. In many companies, senior management and units are involved in the strategic planning process. Why? This ensures that a company’s strategies—both corporate and unit—are tightly aligned and that successful implementation can follow.</p> <p><i>Found Under: <b>Change, Leadership</b> and <b>Strategy</b></i></p> <p><i>Mentor: C. Davis Fogg</i></p>	<p>Strategy Overview</p> <p>The Strategic Plan</p> <p>The Strategic Planning Process</p> <p>Strategic Initiative Action Plan</p> <p>Defining Objectives and Metrics</p> <p>Determining Resources</p> <p>Clarifying Interlocks</p> <p>Keeping Action Plans Aligned and on Course</p> <p>Establishing Accountability</p> <p>Creating an Environment for Excellence</p> <p>Evaluating and Rewarding Performance</p>	<p>“Turning a Threat Into an Opportunity,” Lord Bilimoria, Founder and CEO, Cobra Beer</p> <p>“Tough Conversations,” Stephen Dando, Group HR Director, Reuters</p> <p>“Execution,” Domenico De Sole, Former President &amp; CEO, Gucci Group</p>	<p>Steps for conducting a SWOT analysis</p> <p>Steps for determining priority issues</p> <p>Steps for identifying objectives</p> <p>Tips for navigating interlocks</p> <p>Tips for managing alignment</p> <p>Tips for establishing accountability</p> <p>Worksheet for conducting a SWOT analysis</p> <p>Worksheet for developing an action plan</p> <p>Worksheet for determining objectives from key result areas</p> <p>Alignment checklist</p> <p>Creating an environment for excellence checklist</p>	<p>BSR: David P. Norton; Randall H. Russell. “Translate the Strategy into Operational Terms.” May 2005</p> <p>HBR: Robert S. Kaplan; David P. Norton. “How to Implement a New Strategy Without Disrupting Your Organization.” Mar 2006</p>
<p><b>Stress Management</b></p> <p>Learn the difference between positive stress that enhances productivity and negative stress that breeds tension, lowers productivity, and undercuts job satisfaction. Includes strategies for dealing with underlying causes of worry and stress, with tactical advice and coping mechanisms for immediate problem management.</p> <p><i>Found Under: <b>Personal Development</b></i></p> <p><i>Mentor: Edward Hallowell, MD</i></p>	<p>Overload and Toxic Worry</p> <p>Positive Stress and Productive Worry</p> <p>Assessing Your Stress Level</p> <p>Taking Charge of Stress</p> <p>Turning Worry into Action</p> <p>Connecting with Others</p> <p>Connecting with Yourself</p> <p>Letting Your Body Help You Relieve Stress</p> <p>Practice Good Stress Habits</p> <p>Frequently Asked Questions</p>	<p>“Keeping Your Balance,” Laura Tyson, Dean, London Business School</p> <p>“Restoring Confidence,” Rosabeth Moss Kanter, Professor of Business Administration, Harvard Business School</p>	<p>Steps for quick stress reduction</p> <p>Steps for decreasing toxic worry</p> <p>Tips for managing worry</p> <p>Tips for setting stress-reducing goals</p> <p>Tips for coping with difficult coworkers</p> <p>Tips for listening effectively to a worried colleague</p> <p>Worry self-assessment</p> <p>Life changes as stressors checklist</p> <p>Workplace stress assessment</p>	<p>HBR: Herbert Benson M.D. “Are You Working Too Hard?” A Conversation with Herbert Benson, M.D. Nov 2005</p> <p>HMU: “Managing a Crisis.” Aug 2005</p>

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<p><b>Team Leadership</b></p> <p>Learn how to establish a team with the right mix of skills and personalities and create a culture that promotes collaborative work. Covers steps to leading an effective team and includes innovative, easy-to-implement self-evaluation tools.</p> <p><i>Found Under: Leadership and Teams</i></p> <p><i>Mentors: Donna D. Conlin and Linda A. Hill</i></p>	<p>What Is a Team?</p> <p>Seven Steps to an Effective Team</p> <p>Forming a Team</p> <p>Building Team Culture</p> <p>Planning for Success</p> <p>Operating As a Team</p> <p>Evaluating Performance</p> <p>Being a Team Player</p>	<p>“Teamwork,” Stephen Dando, Group HR Director, Reuters</p> <p>“Diversity in Teams,” Robin Ryde, Head, Centre for Strategic Leadership, National School of Government</p> <p>“Pace, Don't Lead,” David McTurk, Former COO, Bookham Technology</p>	<p>Steps for launching a team</p> <p>Steps for building an effective team</p> <p>Steps for addressing team conflicts through private channels</p> <p>Steps for holding an open team discussion about conflicts</p> <p>Tips for creating a team charter</p> <p>Tips for defining team goals</p> <p>Tips for hosting a launch meeting</p> <p>Checklist for evaluating yourself as a team leader</p> <p>Worksheet for deciding whether to assemble a team</p> <p>Worksheet for developing a team charter</p> <p>Role clarification worksheet</p> <p>Worksheet for assessing team member's skills</p> <p>Checklist for assessing your team's goals</p>	<p>HBR: Timothy Butler; James Waldroop. “Understanding ‘People’ People.” Jun 2004</p> <p>HMU: Jerry Garfield; Ken Stanton. “Building Effective Teams in Real Time.” Nov 2005</p>
<p><b>Team Management</b></p> <p>Focus is essential to effective teamwork. Learn how to diagnose and overcome common problems—such as poor communication and interpersonal conflict—that can impede team progress, learn to take corrective measures to remove team problems and improve team performance.</p> <p><i>Found Under: Teams</i></p> <p><i>Mentor: Anne Donnellon</i></p>	<p>Understanding How Teams Get Derailed</p> <p>Fostering Team Identity</p> <p>Helping Your Team Make Decisions</p> <p>Promoting Better Team Communication</p> <p>Resolving Team Conflicts</p> <p>Encouraging Team Participation</p> <p>Fostering Creativity in Your Team</p> <p>Helping Your Team Avoid "Groupthink"</p> <p>Improving a Team Leader's Skills</p>	<p>“Keeping Peace Between People,” Sir Mark Weinberg, President, St.James's Place Capital</p> <p>“Teamwork,” Stephen Dando, Group HR Director, Reuters</p> <p>“Leadership Is What You Do, Not What You Say,” Clive Mather, President and CEO, Shell Canada</p>	<p>Steps for keeping team meetings on the right track</p> <p>Steps for resolving conflicts</p> <p>Steps for evaluating your team</p> <p>Tips for building team performance</p> <p>Tips for improving team communication</p> <p>Tips for making the most of conflict</p> <p>Tips for balancing bossing with empowering</p> <p>Team audit - how are we doing?</p> <p>Team identity assessment</p> <p>Worksheet for resolving a disagreement</p> <p>Groupthink assessment</p>	<p>HBR: Jeanne Brett; Kristin Behfar; Mary C. Kern. “Managing Multicultural Teams.” Nov 2006</p> <p>HMU: Paul Michelman. “Building and Leading Your Team.” May 2005</p>

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<p><b>Time Management</b></p> <p>This module will help you master effective time management techniques. Learn how to analyze how you currently spend your time and pinpoint opportunities for improvement, set goals, prioritize tasks, plan your time efficiently using scheduling tools, control time-wasters, and evaluate your schedule once it is underway.</p> <p><i>Found Under: Business Essentials and Personal Development</i></p> <p><i>Mentor: David Stauffer</i></p>	<p>Why Manage Your Time?</p> <p>Identifying and Prioritizing Goals</p> <p>Breaking Goals into Tasks</p> <p>Analyzing How You Spend Your Time</p> <p>Recognizing and Defeating Common "Time-Wasters"</p> <p>Scheduling Time More Effectively</p> <p>Monitoring and Improving Your Time-Management Strategies</p> <p>Dealing with Time-Wasting Bosses</p> <p>Balancing the Demands on Your Work and Personal Time</p> <p>Helping Your Employees Manage Their Time</p>	<p>"The Way We Work," Sir David Bell, Director For People, Pearson</p> <p>"Focus on Four or Five Things," Don Cruickshank, Former Chairman, London Stock Exchange</p> <p>"Creating the Appropriate Work/Life Balance," Erroll Davis, Jr., Former Chairman, Alliant Energy Corporation</p>	<p>Steps for managing your time</p> <p>Steps for saying no to your boss</p> <p>Tips for delegating</p> <p>Tips for making the most of your travel time</p> <p>Tips for getting the most from meetings</p> <p>Tips for using telework effectively</p> <p>Tips for working from home</p> <p>Worksheet for identifying and prioritizing your goals</p> <p>Worksheet for breaking goals into tasks</p> <p>Daily activity log chart</p> <p>Worksheet for identifying and evaluating time-wasters</p> <p>To-do list</p>	<p>HBR: Michael C. Mankins. "Stop Wasting Valuable Time." Sep 2004</p> <p>HMU: Melissa Raffoni. "Are You Spending Your Time the Right Way?" Jul 2006</p>
<p><b>Virtual Teams</b></p> <p>Concrete suggestions for forming virtual teams, including assessing their technology and communication needs, structuring the team to build trust, and keeping the team on track.</p> <p><i>Found Under: Teams</i></p> <p><i>Mentors: Jessica Lipnack and Jeffrey Stamps</i></p>	<p>Working with a Virtual Team</p> <p>Establishing a Foundation for Success</p> <p>Fostering Team Identity and Collaboration</p> <p>Aligning Team Members through Communication</p> <p>Coaching a Virtual Team</p> <p>Making Technology Decisions</p> <p>Using Technology for Live Meetings</p>	<p>"Leadership 24/7," Ken Freeman, Managing Director, KKR</p> <p>"Creating a High-Performance Team," Larissa Joy, European Chief Operating Officer, Weber Shandwick Group, Europe</p> <p>"Getting the Most Out of a Diverse Team," Clive Mather, President &amp; CEO, Shell Canada</p>	<p>Steps for assembling a virtual team</p> <p>Steps for communicating with a virtual team</p> <p>Steps for laying a technology foundation</p> <p>Steps for creating a work plan</p> <p>Steps for creating a lending library</p> <p>Steps for maintaining version control of documents</p> <p>Tips for writing an email message</p> <p>Tips for leaving voice mail</p> <p>Tips for making conference calls</p> <p>Tips for sending faxes</p> <p>Tips for establishing a project website</p> <p>Tips for deciding which communication to use</p> <p>Contact information form for virtual team members</p> <p>Worksheet for setting up a virtual team</p> <p>Worksheet for identifying roles and responsibilities</p> <p>Culture check worksheet</p> <p>Virtual team work plan</p>	<p>HBR: Ann Majchrzak, Jessica Lipnack, et al. "Can Absence Make a Team Grow Stronger?" May 2004</p> <p>HMU: Judith A. Ross. "Trust Makes the Team Go 'Round.'" Jun 2006</p>

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<p><b>Writing Skills</b> Skillful writing helps you accomplish your business objectives and extends your influence as a manager. Learn to create clearer, more effective written communications. Includes specific guidelines for preparing memos, letters, emails, and other common business documents.</p> <p><i>Found Under:</i> <b>Communications</b> <i>Mentor:</i> Deborah Dumaine</p>	<p>Understanding the Basics Getting Started Organizing Your Material Writing the First Draft Structuring Paragraphs Editing for Content Editing for Style Drafting E-mail</p>	<p>“Don’t Over-Detail,” Colin Day, Group Chief Financial Officer, Reckitt Benckiser</p> <p>“Communicate Your Strategy Clearly,” Sanjiv Ahuja, Chief Executive, Orange Group</p> <p>“Repeat Your Message Simply and Consistently,” Sir Michael Rake, Chairman, KPMG International</p>	<p>Steps for planning your writing task Steps for editing for content Steps for editing for style Tips for using the order of importance method Tips for using the compare and contrast method Tips for writing an e-mail message Tips for writing a business memo Tips for writing a business letter Tips for writing a proposal Focus sheet™ Document organizing guide Designing for visual impact reference guide Be your own editor checklist</p>	<p>HMCL: Janice Obuchowski. “Communicate to Inform, Not Impress.” Feb 2006</p> <p>HMCL: Holly Weeks. “The Best Memo You’ll Ever Write.” Apr 2005</p>

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**Legend for Articles Included:** BSR: *Balanced Scorecard Report*; HBR: *Harvard Business Review*; HMCL: *Harvard Management Communication Letter*; HMU: *Harvard Management Update*; Neg: *Negotiation*; S&I: *Strategy and Innovation*; SCS: *Supply Chain Strategy*