

STEPPING UP TO MANAGEMENT

A step-by-step guide to meeting the management challenge.

Stepping Up to Management provides novice leaders with concepts and tools to make sense of the role of manager, cultivate relationships, organize specific tasks, and work with supervisors to become truly effective. New managers will learn on the job—while performing their daily tasks—with tools that can be integrated into their workflow.

Priority Assessment – Determine how to prioritize the Stepping Up to Management modules to make the best use of your time. Assess your general knowledge of key management concepts as well as the importance of a topic to your success. Using this information, the program recommends which modules have high, medium, or low priority for you.

Module Structure – Each module is organized by the following sections:

- **Overview:** Introduction to the topics associated with the module, plus an interactive exercise to reveal the core issues.
- **Foundations:** The essential conceptual material in the module, plus a related Harvard Business School Publishing article.
- **Activity:** Practice scenario to reinforce the concepts.
- **Tools:** Step-by-step guides to help you perform tasks on the job.
- **Reflections:** A forum for assimilating what you have learned by thinking about your experiences and obtaining feedback from colleagues and mentors.
- **Action Plan:** Critical tool for developing strategies to use newfound skills on a continuous basis.

Matrix of Resources and Tools by Module

| MODULE | FOUNDATIONS | RELATED ARTICLE | ACTIVITIES | DOWNLOADABLE TOOLS |
|---|---|---|---|--|
| Understanding Your New Role Discover management misconceptions, how to transition, and how to avoid common mistakes made by new managers. | What Does Being a Manager Mean? Common Misconceptions About Management Avoiding Typical Mistakes Learning from Experience Planning Your Immediate Learning Agenda | "Saving Your Rookie Managers from Themselves" by Carol A. Walker, <i>Harvard Business Review</i> OnPoint Enhanced Edition (April 2002). | "Thinking About Expectations" – A self-assessment designed to help new managers uncover some misconceptions they may have about the management role. "Welcome to Management" – Five brief scenarios help learners assess their vulnerability to mistakes typically made by new managers. | <ul style="list-style-type: none"> • Identifying Desirable Managerial Traits • Identifying Your Crucial Contacts • Beginning to Build Your Network • Developing a Support Network of Peers • Finding a Mentor • Planning Your Immediate Learning Needs |

| MODULE | FOUNDATIONS | RELATED ARTICLE | ACTIVITIES | DOWNLOADABLE TOOLS |
|--|---|---|---|---|
| <p>Working Through Others</p> <p>Learn to manage relationships, develop a management style, and build employee relationships based on trust.</p> | <p>Working Through Direct Reports</p> <p>Developing Rapport, Trust and Respect</p> <p>Getting to Know Your Direct Reports</p> <p>Balancing Conflicting Expectations</p> <p>Adapting Your Management Approach</p> | <p>"The Manager: Master and Servant of Power" by Fernando Bartolome and Andre Laurent, <i>Harvard Business Review</i> OnPoint Enhanced Edition (February 2000).</p> | <p>"Analyzing Expectations" – A short, online survey to help learners recall their own expectations of past supervisors.</p> <p>"Matching Tasks, People and Styles" – A series of scenarios, decision points (with feedback), and a drag-and-drop activity that focuses on initial conversations with direct reports, identifying key challenges, and assigning follow-up tasks to employees.</p> | <ul style="list-style-type: none"> ● Creating a Supportive Environment ● Preparing for Meetings with Employees ● Capturing Key Insights from Your Meetings ● Clarifying Your Group's Purpose and Goals ● Identifying Expectations |
| <p>Managing Performance</p> <p>Understand the importance of helping employees grow and develop their skills, setting objectives, delegating effectively, and coaching direct reports.</p> | <p>Performance Management: A Daily Activity</p> <p>Setting Goals</p> <p>Learning to Delegate</p> <p>Giving Ongoing Feedback</p> <p>Coaching Your Employees</p> <p>Conducting Performance Reviews</p> <p>Creating a Development Plan</p> | <p>"The Set-Up-to-Fail Syndrome" by Jean-François Manzoni and Jean-Louis Barsoux, <i>Harvard Business Review</i> OnPoint Enhanced Edition (January 2003).</p> | <p>"Examining Assumptions" – A short, online survey to help learners take stock of their assumptions about what it means to manage and develop people.</p> <p>"Preparing to Coach an Employee" – A series of scenarios, e-mail exchanges, and decision points where learners analyze how to prepare to coach an employee.</p> | <ul style="list-style-type: none"> ● Setting Performance Goals ● Planning to Delegate ● Clarifying Task Expectations ● Preparing to Give Feedback ● Planning a Coaching Session ● Creating Development Plans |
| <p>Organizing Resources, Meetings and Time</p> <p>Handle administrative responsibilities efficiently, hold meetings effectively, and manage your time.</p> | <p>Your Role as Administrator</p> <p>Managing Meetings</p> <p>Managing Time</p> | <p>"Beware the Busy Manager" by Heike Bruch and Sumantra Ghoshal, <i>Harvard Business Review</i> OnPoint Enhanced Edition (February 2002).</p> | <p>"Thinking About Workplace Tendencies" – A self-assessment to help managers think about how they've approached work in their previous jobs.</p> <p>"Managing Your Weekly Schedule" – Learners are asked to manage an interactive schedule where they make choices based on time priorities and assign tasks by dragging-and-dropping tasks into the calendar. The activity keeps a running score and provides feedback on how they fared.</p> | <ul style="list-style-type: none"> ● Record Keeping ● Administrative Resources Contacts ● Evaluating Whether to Meet ● Preparing for a Meeting ● Meeting Agenda ● Post-Meeting Communication ● Weekly Goals and Time Allocation ● Evaluating Your Weekly Time Use |

| MODULE | FOUNDATIONS | RELATED ARTICLE | ACTIVITIES | DOWNLOADABLE TOOLS |
|--|--|--|---|--|
| <p>Managing a Group</p> <p>Establish clear processes, develop group norms and culture, and determine team performance measures.</p> | <p>Managing a Group Versus Individuals</p> <p>Establishing Group Processes</p> <p>Managing Group Dynamics</p> <p>Managing Conflict</p> <p>Building Your Team</p> <p>Providing a Supportive Environment</p> | <p>"Leading Teams" by Jeffrey T. Polzer, Harvard Business School Publishing Note (February 2003).</p> | <p>"Thinking About Your Team" – A self-assessment to highlight manager's expectations about managing a group.</p> <p>"Setting the Standard" – A series of decision points (with feedback) that focus on the new manager's evaluation of group processes and norms.</p> | <ul style="list-style-type: none"> ● Evaluating Task Interdependency ● Observing Group Processes ● Changing Group Processes ● Observing Group Norms ● Changing Group Norms ● Conflict Resolution Analysis ● Skill and Work Style Needs ● Group Resources Needs ● Physical Environment Inventory |
| <p>Supporting Your Boss and Organization</p> <p>Understanding your boss's agenda, foster an atmosphere of partnership, agree on unit and individual performance goals, and align with the company's strategic objectives.</p> | <p>Understanding Your Boss's Agenda</p> <p>Building a Strong Partnership with Your Boss</p> <p>Understanding Your Organization's Strategy</p> <p>Defining a Vision for Your Group</p> <p>Aligning Individual Goals with Company and Unit Goals</p> | <p>"Managing Your Boss" by John J. Gabarro and John P. Kotter, <i>Harvard Business Review</i> OnPoint Enhanced Edition (February 2000).</p> | <p>"Thinking About Your Boss and Company" – A short, online survey to help learners examine their assumptions about how best to support their boss and company.</p> <p>"Forging a Partnership and Aligning Goals" – A series of scenarios, emails, and decision points (with feedback) where learners analyze how to establish effective communication strategies with their boss, and to align individual goals to support unit goals.</p> | <ul style="list-style-type: none"> ● Understanding Your Boss's Agenda ● Forging a Partnership ● Clarifying Strategy ● Managing Change ● Developing Your Group's Vision ● Checking Goal Alignment |
| <p>Networking with Colleagues</p> <p>Cultivate relationships with people both inside and outside your organization, and develop influence strategies to build and strengthen your network.</p> | <p>The Importance of Peer Networks</p> <p>Building a Successful Network</p> <p>The Power of Influence</p> <p>The Practice of Persuasion</p> <p>Cross-Functional Collaboration with Peers</p> | <p>"Change the Way You Persuade" by Gary A. Williams and Robert B. Miller, <i>Harvard Business Review</i> OnPoint Enhanced Edition (May 2002).</p> | <p>"Managing Peer Relationships" – A self-assessment to highlight the learner's beliefs about cultivating a network, influencing others, and persuading others to support an initiative.</p> <p>"Working with Peers" – A series of scenarios, e-mails, and decision points (with feedback) where learners analyze how to influence and persuade peers to support a key proposal.</p> | <ul style="list-style-type: none"> ● Cultivating Your Network ● Assessing Your Peer Image ● Leveraging Your Influence ● Practicing Persuasion ● Collaborating with Peers |

| MODULE | FOUNDATIONS | RELATED ARTICLE | ACTIVITIES | DOWNLOADABLE TOOLS |
|---|---|--|---|--|
| <p>Evolving as a Manager</p> <p>Examine your transition into management, evaluate your role as a manager and a leader, reflect on how you relate to others, and create a continuous learning path.</p> | <p>Who Are You Becoming?</p> <p>Developing Leadership Skills</p> <p>Leading with Emotional Intelligence</p> <p>Taking Charge of Your Career</p> | <p>“Managing Oneself” by Peter F. Drucker, <i>Harvard Business Review</i> OnPoint Enhanced Edition (January 2005).</p> | <p>“Thinking About How You Learn” – A short, online survey to help learners evaluate their approaches to learning on the job and from others.</p> <p>“Assessing Your Future Learning Priorities” – A self-assessment to help learners prioritize their learning needs in ten different topic areas.</p> | <ul style="list-style-type: none"> ● Identifying Strengths and Weaknesses ● Leadership Qualities Self-Assessment ● Assessing Your Emotional Intelligence ● Strengthening Your Emotional Intelligence ● Career Development Checklist |

Updated September 2006

Stepping Up to Management is available in English, German, Latin American Spanish, and Simplified Chinese.

© Copyright 2006. Harvard Business School Publishing. All rights reserved.