Harvard ManageMentor®
Content Map

Aligned to the
70:20:10 Framework
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Introduction

Effective learning and performance solutions require context and content. Whether or not you are embracing the 70:20:10 Framework, the Harvard ManageMentor® Content Map can assist you in bringing Harvard ManageMentor® content and features to life in the context of your organisation’s need.

This might be as simple as selecting a video or discussion topic for use in a team meeting, identifying a tool to assist in managing a specific situation, or as detailed as sourcing content for integration within a development program or organisational process.

Use this document as a guide - Harvard ManageMentor® content and features are flexible and can easily be adapted to suit different needs. For example, a self-assessment tool can be used by an individual to reflect on their performance (the 70%), or in a group environment to trigger discussion and idea sharing (the 20%).

You can explore content by topic (A-Z) or by referencing the Universal Competency Map (page 50) which will lead you to the relevant topic(s).

HARVARD MANAGEMENTOR® – A LEARNING AND PERFORMANCE PLATFORM

Harvard ManageMentor® is a world leading online platform from Harvard Business Publishing with a track record of delivering impact and results. Designed to support learning and performance across an enterprise, Harvard ManageMentor’s® 44 topics offer an unparalleled collection of essential business subjects and contain research-based content and practical resources including tools, assessment instruments and reporting capabilities.

One of the key aims of a 70:20:10 based approach is to integrate learning with performance. Your people must be able to access information, guidance and tools where and when they need them most – on the job. Knowledge is required ‘Just-In-Time’ rather than ‘Just-In-Case”.

Harvard ManageMentor® is both a toolkit for managers and a broader organisational content library to support learning and performance and offers a powerful platform for integrating learning with work and work with learning:

LEARNING
• Alignment of topics and content with organisational competencies and capabilities.
• Providing development pathways to support talent and build depth in succession.
• Utilising blended learning approaches to support formal and informal learning (a 70:20:10 based approach).
• Leveraging tools and content to enable and support a leader-led learning culture.

PERFORMANCE
• Integrating content and tools with organisational policy (guidance), process and performance support.
• Supporting consistency in execution (tools, language, approach) across the organisation.
• Providing a toolkit for employees to access and act upon guidance, information and tools on a just-in-time basis.
• Action learning in support of organisational change and continuous improvement.

The 70:20:10 Framework and Harvard ManageMentor®

Harvard ManageMentor® enables your 70:20:10 based learning strategy with a rich library of customisable content and practical on-the-job features to support your people, where and when they need it most. The origins of the 70:20:10 Framework lie in the work of Eichinger, Lombardo and McCall who found that successful managers learned:

- 70% from tough jobs;
- 20% from other people (mostly their boss); and
- 10% from formal courses and reading.

The framework recognises that most of our learning happens through the experiences we gain in the workplace.

### 70% - Learn and Develop Through Experience

The vast majority of what we learn occurs through our experiences. Common 70% based development activities include:

- new experiences in the workplace
- applying new learning in real situations
- solving problems, special assignments
- project reviews, reading guides & manuals
- new work within role, increased span of control
- exposure to other departments and roles
- stretch assignments, community activities

Harvard ManageMentor® supports **learning** in the workplace by providing:

- Just-In-Time access to guidance, information and tools required by learners as they prepare to and apply skills in the workplace
- A content library for facilitators and managers that allows them to actively sponsor and support their participants/team members to put learning into practice

Harvard ManageMentor® supports workplace **performance** in the by providing:

- Just-In-Time access to guidance, information and access to job aids required by workers to prepare for, conduct, review and improve their performance
- Managers with resources, tools and processes to support consistent and efficient performance across the organisation

### 20% - Learn and Develop Through Others

We also learn a significant amount through, and with, others. Common 20% development activities include:

- mentoring, reverse mentoring
- coaching, informal feedback
- internal and external networks
- teamwork, professional associations
- group based action learning

Harvard ManageMentor® supports and empowers ‘rich conversations’, collaboration and networks:

- Content to trigger open discussion and to connect people, during:
  - Management and team meetings
  - Alumni gatherings
  - Conferences and other events

Harvard ManageMentor® supports both coach and coachee within developmental relationships:

- Individual users drawing on content to learn from experts and leaders.

### 10% - Learn and Develop Through Formal Courses

Formal learning is important, but we don’t learn everything here. Common development activities include:

- structured programs
- activity-based workshops
- seminars and masterclasses
- professional development
- business schools
- eLearning modules and courses

Harvard ManageMentor® content can be blended or integrated before, during and after formal learning events to:

- Provide richer learning experiences
- Support different learning preferences
- Reduce lost time away from the workplace

Harvard ManageMentor® integrates learning with performance - employees use the resource to:

- Support just-in-time needs in the workplace
- Build on their foundation skills learned in formal programs
- Help improve learning transfer and organisational performance

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# Key Features of Harvard ManageMentor®

We refer to the following Harvard ManageMentor® features throughout the Content Map:

<table>
<thead>
<tr>
<th>FEATURE</th>
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<tbody>
<tr>
<td><strong>Action Learning Projects</strong></td>
<td><strong>Inside</strong> (Menu): A short cut menu from a topic’s home page, giving quick access to the Tools, Leadership Insight Videos, Articles and Cases, and the Develop Others materials.</td>
</tr>
<tr>
<td>Two customisable individual (or group) on the job learning projects per topic (total 88).</td>
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<tr>
<td><strong>Apply</strong> (Menu): Accessible via the Full Topic section, the Apply menu contains the practical Steps, Tips and editable Tools and templates.</td>
<td><strong>Leadership Insight Videos</strong>: 150 videos (spread across the 44 topics) present insights from a variety of academics, experts and international business leaders.</td>
</tr>
<tr>
<td><strong>Articles</strong> Two articles per topic (total 88) exploring key concepts and ideas from the Balanced Scorecard Report (BSR), Harvard Business Review (HBR), Harvard Management Communication Letter (HMCL) and the Harvard Management Update (HMU), located via the Inside and Explore Further menus.</td>
<td><strong>Learn</strong> (Menu): Presents the key ideas of the topic through concepts, leadership insight videos, interactive activities and scenarios.</td>
</tr>
<tr>
<td><strong>Café Workshop Kit</strong>: One group workshop kit per topic (total 44) includes a customisable Facilitator Guide, PowerPoint Presentation, Invitation, Handouts and Activities. Provided separately in the Implementation Toolkit.</td>
<td><strong>Practice</strong> (Menu): Offers an interactive Scenario and a Check Your Knowledge (multiple choice self-assessment) with feedback and links back to the topic concepts.</td>
</tr>
<tr>
<td><strong>Cases</strong>: Twenty Harvard Business Review Case Studies are integrated into Harvard ManageMentor® (not included with every topic), located via the Inside and Explore Further menus.</td>
<td><strong>Pre and Post Assessments</strong>: Multiple choice assessments available for each topic, results of which can be tracked and reported on.</td>
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<tr>
<td><strong>Completion Certificate</strong>: A customisable client and Harvard Business Publishing co-branded certificate available as formal recognition. Provided separately in the Implementation Toolkit.</td>
<td><strong>Quick Path</strong> (Shortcut Menu): A 20 minute overview of the topic’s key points.</td>
</tr>
<tr>
<td><strong>Develop Others</strong> (Menu): Provides Share An Idea guidelines, Discussion Guides and Action Learning Project materials.</td>
<td><strong>Search Engine</strong> (Toolbar): From the main menu, search for content across all topics. From within a topic, search only within that topic.</td>
</tr>
<tr>
<td><strong>Discussion Guides</strong>: Two customisable Discussion Guides per topic (total 88). Includes customisable discussion Invitation, Guide and PowerPoint Presentation.</td>
<td><strong>Self-Assessments</strong>: Found in the form of Check Your Knowledge (an untracked self-assessment in the Practise menu), specific Tools within the Apply section and activities from the Learn section.</td>
</tr>
<tr>
<td><strong>Full Topic</strong> (Section): The Get Started button leads to the Full Topic (1-2 hours of content per topic).</td>
<td><strong>Share an Idea</strong>: A feature enabling a user to send a link to a specific Harvard ManageMentor® page of content via email.</td>
</tr>
<tr>
<td><strong>Impact Surveys</strong>: An attitudinal survey of intent to apply knowledge, and opinions on usefulness and value after initial use of Harvard ManageMentor® and days later on the job.</td>
<td><strong>Steps Tips Tools</strong>: Concise steps to follow. Editable templates, assessments and reflective tools. Quick bits of advice.</td>
</tr>
<tr>
<td><strong>Index</strong> (Toolbar): Provides a site map (hyperlinked) view of any topic.</td>
<td><strong>Task Paths</strong> (Shortcut Menu): Between two and five per topic, the Task Path provides a 15 minute task based activity drawn from the ‘Learn’ and ‘Apply’ components.</td>
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NOTE: Some features are not available via client hosted (separate 44 topic) deployments i.e. Share an Idea and Search across the 44 topics (as there is no home page). Impact Surveys and Pre and Post Assessments are not integrated and are provided separately.
Topic
Budgeting

**TOPIC OVERVIEW**
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.
Mentor: V.G. Narayanan

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**Learn and Develop through Experience** 70%

- Action Learning Projects:
  - Identifying Lessons from Prior Year’s Budget
  - Managing Risk Through ‘What-if’ Scenarios
- Task Paths (15 minutes):
  - Categorize expenses
  - Prepare a capital budget
  - Prepare an operating budget
- Tools, Steps and Tips:
  - Annual budgeting and tracking worksheet
  - Budget preparation checklist
  - Cash budget worksheet
  - Steps for preparing an operating budget
  - Steps for preparing a cash budget
  - Tips for negotiating your team’s budget
  - Tips for setting assumptions
- Quick Path (20 minutes)
- Search Engine, Index, Inside
- Share An Idea

**Learn and Develop through Others** 20%

- Discussion Guides:
  - Preparing Accurate Sales Forecasts
  - Estimating Costs
- Leadership Insight Videos:
  - ‘Budget Stress’, V.G. Narayanan, Professor, Harvard Business School
  - ‘Budget Impacts’, V.G. Narayanan, Professor, Harvard Business School
  - ‘Realistic Budgets’, Jean Capizzi, Senior Management Analyst, City of Boston
- Articles and Cases
  - BSR: David P. Norton; Philip W. Peck. ‘Linking Operations to Strategy and Budgeting.’ Sep 2006

**Learn and Develop through Formal Courses** 10%

- Café Workshop Kit (1 hour):
  - Overview
  - Announcement
  - Presentation
  - Handouts
- Learn Concepts:
  - Budgeting Overview
  - Types of Budgets
  - Approaches to Budgeting
  - How to Categorize Expenses
  - Preparing an Operating Budget—Goals and Assumptions
  - Preparing an Operating Budget—Forecasting Sales and Revenues
  - Preparing an Operating Budget—Cost of Goods Sold, SG&A and Operating Income
  - Capital Budgets
  - Capital Budgeting
  - Capital budgeting techniques
  - Sensitivity Analysis
  - Variance in Budgeting
  - Linking the Budget to the Balanced Scorecard

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**
- Impact Surveys
- Share an Idea
# Topic
## Business Case Development

### TOPIC OVERVIEW
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.

Mentor: June Paradise Maul

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<td>• Create an Implementation Plan for Your Business Idea</td>
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<td>• Overview</td>
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<td>• Communicate Your Business Case to Decision Makers</td>
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<td><strong>Task Paths (15 minutes):</strong></td>
<td><strong>Leadership Insight Videos:</strong></td>
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<tr>
<td>• Assess risks</td>
<td>• ‘The Essence of Entrepreneurship’, Lynda Applegate, Professor &amp; Unit Head, Entrepreneurial Management</td>
<td>• Handouts</td>
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<td>• Define an opportunity</td>
<td>• ‘Test Your Assumptions’, Lynda Applegate, Professor &amp; Unit Head, Entrepreneurial Management</td>
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<td>• Communicating your case</td>
<td>• ‘Making Your Ideas Credible’, Prashant Pundrik, Supply Chain Associate, ConocoPhillips Asia Ventures Pte Ltd</td>
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<td>• Create an implementation plan</td>
<td><strong>Articles and Cases:</strong></td>
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<td><strong>Tools, Steps and Tips:</strong></td>
<td>• HMCL: John Clayton. ‘Writing an Executive Summary That Means Business.’ Aug 2003</td>
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<td>• Sample business case</td>
<td>• HMCL: Janice Obuchowski. ‘A Winning Proposition.’ Jul 1, 2005</td>
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<td>• Worksheet for calculating the cost of replacing a specific employee</td>
<td><strong>Self-Assessments</strong></td>
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<td>• Steps for choosing a final recommendation</td>
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<td>• Tips for gathering data</td>
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<td>• Tips for creating an implementation plan</td>
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<td>• Tips for writing your business case</td>
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**Quick Path (20 minutes)**

**Search Engine, Index, Inside**

**Share An Idea**

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# Topic

## Business Plan Development

### TOPIC OVERVIEW

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.

Mentor: Linda A. Cyr

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<th>Learn and Develop through Experience</th>
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<td><strong>Action Learning Projects:</strong></td>
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<tr>
<td>• Analyze the Business Environment for Your Idea</td>
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<td>• Develop a Marketing Plan for Your Idea</td>
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<td><strong>Task Paths (15 minutes):</strong></td>
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<td>• Develop a financial plan</td>
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<td>• Develop a marketing plan</td>
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<td>• Perform a business environment analysis</td>
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<td>• Describing Your Business Concept</td>
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<td>• Identifying Operational Success Factors</td>
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<td><strong>Leadership Insight Videos:</strong></td>
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<tr>
<td>• ‘Emerging Markets’, Kate Sweetman, President, Sweetman Consulting</td>
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<td>• ‘Crossing the River’, Lynda Applegate, Professor &amp; Unit Head, Entrepreneurial Management</td>
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<td>• ‘Planning For Success’, Prashant Pundrik, Supply Chain Associate, ConocoPhillips Asia Ventures Pte Ltd</td>
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<td>• ‘Adapt to the Market’, Scott Anthony, Managing Director, Innosight Ventures</td>
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<td><strong>Articles and Cases</strong></td>
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<tr>
<td>• HMCL: Nick Wreden. ‘How to Make Your Case in 30 Seconds or Less,’ Jan 2002</td>
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<td>• HBR OnPoint EE: Stanley R. Rich and David E. Gumpert. ‘How to Write a Winning Business Plan,’ Jan 2001</td>
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<td>• HBR Case: John W. Mullins. ‘Good Money After Bad?’ Mar 2007</td>
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<th>Learn and Develop through Formal Courses</th>
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**Pre and Post Assessment**

**Impact Surveys**

**Share an Idea**

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[Harvard ManageMentor® Content Map]
## Topic
### Career Management

#### TOPIC OVERVIEW
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.

Mentors: James Waldroop and Timothy Butler

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**Action Learning Projects:**
- Identify Your Business Interests, Work Values, and Transferrable Skills
- Conduct Informational Interviews

**Task Paths (15 minutes):**
- Adapt your skills
- Assess your skills
- Determine your core interests

**Tools, Steps and Tips:**
- Discovery log
- Skills assessment
- Informational interviewing worksheet
- Rewards worksheet
- Career self-assessment worksheet
- 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

**Discussion Guides:**
- Discovering the Work You Love
- Supporting Employees’ Career Development

**Leadership Insight Videos:**
- ‘Seek Challenges’, Esther Alegría, Vice President, Manufacturing & GM, Biogen Idec Inc.
- ‘A Great Job Fit’, Beverly Kaye, CEO, Career Systems International
- ‘Career Impasse’, Tim Butler, Senior Fellow, Harvard Business School

**Articles and Cases**
- HBR OnPoint EE: Peter F. Drucker. ‘Managing Oneself.’ Jan 2005
- HBR Case: David Silverman, Gini Graham, Brad Gilbreath, and Lauren Sontag. ‘Surviving the Boss from Hell.’ Sept 2009

**Self-Assessments**
**Share An Idea**

**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- 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

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**
Impact Surveys
Share an Idea

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**Topic**

**Change Management**

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**TOPIC OVERVIEW**

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.

Mentor: Linda A. Hill

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### Learn and Develop through Experience 70%

- **Action Learning Projects:**
  - Develop a Communication Plan for a Change Effort
  - Overcome Obstacles to Change

- **Task Paths (15 minutes):**
  - Address resistance
  - Craft an implementation plan
  - Develop a shared vision
  - Prepare your group for change

- **Tools, Steps and Tips:**
  - Self-assessment for managers of change
  - Worksheet for communicating change
  - Worksheet for addressing resistance to change
  - Worksheet for overcoming obstacles to change
  - Steps for assessing your reactions to change
  - Steps for addressing resistance to change
  - Steps for creating an effective implementation plan
  - Tips for avoiding common change mistakes
  - Tips for creating a guiding vision
  - Tips for empowering employees to change
  - Tips for making near-term wins effective

### Learn and Develop through Others 20%

- **Discussion Guides:**
  - Addressing Reactions to Change
  - Communicating a Shared Vision

- **Leadership Insight Videos:**
  - ‘Setting the Stage for Change’, Amy Edmondson, Professor, Harvard Business School
  - ‘The Challenge of Change’, Amy Edmondson, Professor, Harvard Business School
  - ‘Fear of Reinvention’, Scott Anthony, Managing Director, Innosight Ventures

- **Articles and Cases**
  - HBR Case: Eileen Roche, Bruce Chizen, and Debra Benton, ‘Overpromoted and Over His Head.’ Jan 2010

### Learn and Develop through Formal Courses 10%

- **Café Workshop Kit (1 hour):**
  - Overview
  - Announcement
  - Presentation
  - Handouts

- **Learn Concepts:**
  - The Dimensions of Change
  - Being Ready for Change
  - Change Management
  - Implementing Change
  - Communicating Change
  - Understanding Reactions to Change
  - Taking Care of Yourself During Change

- **Full Topic Features:**
  - Learn
  - Practice
  - Apply
  - Explore Further

**Pre and Post Assessment**

- Impact Surveys
- Share an Idea

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**Quick Path (20 minutes)**

- Search Engine, Index, Inside
- Share An Idea

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# Topic

## Coaching

### TOPIC OVERVIEW

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.


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### Action Learning Projects:
- Evaluate and Improve Coaching Skills
- Prepare for Coaching

### Task Paths (15 minutes):
- Prepare Yourself to Coach
- Strengthen Your Coaching Skills

### Tools, Steps and Tips:
- Coach’s self-evaluation checklist
- Coach’s planning form
- Observation worksheet
- Active listening self-assessment
- Action-planning worksheet
- Coaching session evaluation
- Steps for coaching
- Steps for reaching agreement
- Steps for balancing inquiry and advocacy
- Tips for when to coach
- Tips for effective coaching
- Tips for forming hypotheses
- Tips for giving feedback
- Tips for receiving feedback
- Tips for cultivating a spirit of partnership
- Tips for eliciting responses from uncommunicative coachees

### Discussion Guides:
- Recognizing Coaching Opportunities
- Choosing Coaching Strategies

### Leadership Insight Videos:
- ‘The Manager as Coach’, Lauren Mackler, Executive Coach, Consultant & Author
- ‘Overcoming Resistance to Coaching’, Ellen Kumata, Managing Director, Cambria Consulting
- ‘Open to Learning’, Ellen Kumata, Managing Director, Cambria Consulting

### Articles and Cases
- HMU: Andrew Park. ‘Making the Most of Your Coaching Program.’ Sep 2007

#### Self-Assessments
- Share An Idea

### Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

### Learn Concepts:
- Coaching Overview
- The Coaching Process
- Preparation
- Initial Discussion
- Ongoing Dialogue
- Follow Up
- Strengthening Your Coaching Skills

### Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

### Pre and Post Assessment

### Impact Surveys

### Share an Idea

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# Topic

## Crisis Management

### TOPIC OVERVIEW

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.

Mentor: Norman R. Augustine

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**Action Learning Projects:**
- Conduct a Crisis Audit
- Develop a Crisis Plan

**Task Paths (15 minutes):**
- Contain a Crisis
- Develop a Contingency Plan
- Perform a crisis audit

**Tools, Steps and Tips:**
- The 10 worst things that could happen list
- Checklist of 30 warning signs of potential trouble
- Emergency contact list
- Pre-crisis resource planning worksheet
- Scenario impact assessment
- Worksheet for capturing learning from the crisis
- Steps for conducting a crisis audit
- Steps for creating a crisis plan
- Tips for avoiding crises
- Tips for avoiding a project crisis
- Tips for communicating during a crisis
- Tips for handling a crisis

**Quick Path (20 minutes):**
- Search Engine, Index, Inside
- Share An Idea

**Discussion Guides:**
- Avoiding the Worst That Could Happen
- Learning from a Crisis We Experienced

**Leadership Insight Videos:**
- ‘Averting a Healthcare Crisis’, Thierry Bernard, Senior Vice President, BioMerieux
- ‘Create a Sense of Urgency’, Ray Carvey, Executive Vice President, COO, & CFO, Harvard Business Publishing
- ‘Stay Up to Date’, Colleen O’Keefe, Senior Vice President, Collaboration Solutions & Global Services, Novell

**Articles and Cases:**
- HBR: Alice M. Tybout and Michelle Roehm. ‘Let the Response Fit the Scandal.’ Dec 2009

**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- What Is a Crisis?
- Avoiding the Crisis
- Preparing to Manage the Crisis
- Recognizing the Crisis
- Containing the Crisis
- Resolving the Crisis
- Learning from the Crisis
- Managing Yourself During the Crisis
- Frequently Asked Questions

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**
- Impact Surveys
- Share an Idea
**Topic**

**Customer Focus**

**TOPIC OVERVIEW**

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.

Mentor: James L. Heskett

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**Learn and Develop through Experience**

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<td><strong>Action Learning Projects:</strong></td>
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<td>• Calculate the Lifetime Value of a Customer</td>
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<td>• Survey Customers and Analyze Feedback</td>
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</table>
| **Task Paths** (15 minutes):
  • Design Customer-centered processes |
  • Target the right customers |
| **Tools, Steps and Tips:** |
| • Worksheet for calculating the lifetime value of a customer |
| • Customer Value Equation worksheet |
| • Worksheet for calculating employee turnover |
| • Worksheet for calculating the cost of replacing a specific employee |
| • Customer feedback chart |
| • Worksheet for developing satisfaction goals for customers |
| • Improving a work process worksheet |
| • Service quality assessment |
| • Steps for calculating the lifetime value of a customer |
| • Steps for developing listening posts |
| • Steps for improving listening posts |
| • Steps for mapping out a service process |
| • Steps for achieving excellent service recovery |
| • Steps for creating a customer-focused design process |
| • Tips for selecting the right people |
| • Tips for providing tools and support |
| • Tips for granting latitude within limits |
| • Tips for rewarding performance |
| **Quick Path** (20 minutes):
  • Search Engine, Index, Inside Share an Idea |

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**Learn and Develop through Others**

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<td><strong>Discussion Guides:</strong></td>
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<td>• Building Customer Loyalty</td>
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<td>• Getting to Know Your Customer</td>
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<tr>
<td><strong>Leadership Insight Videos:</strong></td>
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<tr>
<td>• ‘A Drop of Water’, Neil Gaydon, CEO, Pace Plc.</td>
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<td>• ‘A Wedge of Lime’, Rohit Deshpandé, Professor, Harvard Business School</td>
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<td>• ‘Word of Mouth’, Larry Kramer, Former President, CBS Digital Media</td>
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<td>• ‘Change the Product, Not the Customer’, Rohit Deshpandé, Professor, Harvard Business School</td>
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<td>• ‘The Ritz’, Paul Hemp, Contributing Editor, Harvard Business Review Group</td>
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**Learn and Develop through Formal Courses**

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| **Café Workshop Kit** (1 hour):
  • Overview |
  • Announcement |
  • Presentation |
  • Handouts |
| **Learn Concepts:** |
| • Facts about Customers and Loyalty |
| • Targeting the Right Customers |
| • How Loyalty Affects Profitability |
| • Building Employee Capability |
| • Knowing the Customer |
| • Delivering Value |
| **Full Topic Features:** |
| • Learn |
| • Practice |
| • Apply |
| • Explore Further |

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**Pre and Post Assessment**

**Impact Surveys**

**Share an Idea**

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# Decision Making

## TOPIC OVERVIEW

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.

Mentor: David A. Garvin and Richard Z. Gooding

## Learn and Develop through Experience 70%

**Action Learning Projects:**
- Reviewing a Past Decision Process
- Setting the Stage for an Upcoming Decision

**Task Paths (15 minutes):**
- Frame an issue
- Generate alternatives
- Implement a decision

**Tools, Steps and Tips:**
- Worksheet for setting the stage
- Brainstorming planning worksheet
- Worksheet for evaluating alternatives
- Communications notification form
- Worksheet for assessing the decision-making process
- Steps for identifying decision-making objectives
- Steps for creating a prioritization matrix
- Steps for using the point-counterpoint technique
- Steps for using the intellectual watchdog technique
- Tips for defining problems
- Tips for conducting a productive brainstorming session
- Tips for generating alternatives
- Tips for keeping your group on track
- Tips for promoting fair process

**Quick Path (20 minutes)**

Search Engine, Index, Inside

## Learn and Develop through Others 20%

**Discussion Guides:**
- Generating and Evaluating Alternatives
- Moving Toward Closure

**Leadership Insight Videos:**
- ‘Faulty Analogies’, Mike Roberto, Professor, Bryant University
- ‘Intuition’, Mike Roberto, Professor, Bryant University
- ‘Don’t Go It Alone’, Colleen O’Keefe, Senior Vice-President, Collaborative Solutions & Services, Novell

**Articles and Cases:**
- HBR Case: David A. Garvin, Christopher J. McCormick, Hauke Moje, Ralph Biggadike, and Paul Domorski. ‘All the Wrong Moves.’ Jun 2006

## Learn and Develop through Formal Courses 10%

**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- Decision-Making Overview
- Setting the Stage
- Recognizing Obstacles
- Framing the Issue
- Generating Alternatives
- Evaluating Alternatives
- Making the Decision
- Communicating the Decision
- Implementing the Decision
- Assessing the Decision-Making Ethics and Decision Making

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**

**Impact Surveys**

**Share an Idea**
Topic
Delegating

TOPIC OVERVIEW
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.’
Mentor: Thomas L. Brown

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**Action Learning Projects:**
- Debriefing Delegated Assignments
- Preparing to Delegate

**Task Paths (15 minutes):**
- Decide what to delegate
- Handle obstacles
- Monitor a delegated assignment

**Tools, Steps and Tips:**
- Delegation skills checklist
- Worksheet for preparing to delegate
- Delegation assignment tracking form
- Task delegation analysis worksheet
- Steps for delegating to the right person
- Steps for communicating the assignment
- Tips for delegating effectively
- Tips for choosing what to delegate

**Quick Path (20 minutes):**
Search Engine, Index, Inside
Share An Idea

**Discussion Guides:**
- Overcoming Obstacles to Delegating
- Managing Delegated Work Successfully

**Leadership Insight Videos:**
- ‘Make Yourself Replaceable’, Esther Alegría, Vice President, Manufacturing & GM, Biogen Idec Inc.
- ‘Creating a Win-Win’, Vineet Kapoor, Director, Strategic Initiatives, Synthes Asia Pacific
- ‘Freedom to Act’, Srikant Datar, Senior Associate Dean, Harvard Business School

**Articles and Cases:**
- HBR: Lauren Keller Johnson. ‘Are You Delegating So It Sticks?’ Sep 2007
- HBR Case: Sarah Green, Michael Schrage, Carol A. Walker, and Paul Muller. ‘Is the Rookie Ready?’ Dec 2009

**Self-Assessments**
Share An Idea

**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- What Is Delegating?
- Guidelines for Effective Delegating
- Approaches to Delegation
- Preparing to Delegate
- Making the Assignment
- Monitoring a Delegation
- Handling Obstacles
- After the Assignment Is Complete
- Frequently Asked Questions

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**
Impact Surveys
Share an Idea
# Developing Employees

**TOPIC OVERVIEW**
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.

Mentor: Susan Alvey

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**Action Learning Projects:**
- Creating Employee Development Plans
- Leading a Development Discussion

**Task Paths (15 minutes):**
- Act on underperformers
- Evaluate performance & potential
- Keep top employees motivated

**Tools, Steps and Tips:**
- Worksheet for using the Performance and Potential Grid
- Employee’s planning worksheet for development discussions
- Manager’s planning worksheet for development discussions
- Individual development plan worksheet
- Steps for preparing for a career development discussion
- Steps for identifying career development opportunities for your employees
- Steps for having a career development discussion
- Tips for building employee trust
- Tips for helping an employee find a mentor
- Tips for motivating top employees
- Tips for nurturing solid contributors
- Tips for creating an individual development plan

**Discussion Guides:**
- Strategies for Developing Top Performers
- Developing Solid Contributors

**Leadership Insight Videos:**
- ‘Teaching: The Virtuous Loop’, Larry Downes, CEO, New Jersey Resources
- ‘Employee Action Plans’, Alan Brewer, Director, Executive Development & Global Learning, Turner Broadcasting
- ‘Genuinely Listen’, Robin Jarvis, Senior Manager, Leadership Management, H.E.B. Groceries

**Articles and Cases:**
- HBR OnPoint EE: Jeffrey M. Cohn, Rakesh Khurana, and Laura Reeves. ‘Growing Talent as if Your Business Depended on It.’ Oct 2005
- HMU: Chris Resto. ‘How to Set Expectations with Young Talent.’ Feb 2008
- HBR Case: Idalene F. Kesner, Susan Burnett, Mike Morrison, Noel M. Tichy, and David Owens. ‘Leadership Development: Perk or Priority?’ May 2003

**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- Why Develop Employees?
- Addressing Developmental Needs
- Acknowledge Employee Differences
- Using the Performance and Potential Grid
- Keeping Top Employees Motivated
- Growing Competent Employees
- Acting on Underperformers
- The Career Development Discussion

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**
Impact Surveys
Share an Idea

Self-Assessments
Share An Idea

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14
# Difficult Interactions

## TOPIC OVERVIEW

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.


## Learn and Develop through Experience 70%

### Action Learning Projects:
- Improve Your Conflict Management Style
- Resolve a Difficult Interaction

### Task Paths (15 minutes):
- Manage a difficult interaction
- Mediate a difficult interaction among employees

### Tools, Steps and Tips:
- 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
- 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

### Quick Path (20 minutes)

Search Engine, Index, Inside

## Learn and Develop through Others 20%

### Discussion Guides:
- Recognizing When to Take Action
- Resolving Difficult Interactions

### Leadership Insight Videos:
- ‘Focus on Interests’, Sharon Grady, President, The Grady Group
- ‘Do a Reality Check’, Lauren Mackler, Executive Coach, Consultant & Author
- ‘Anger is Tricky’, Sharon Grady, President, The Grady Group
- ‘A Question of Integrity’, Alvaro Santos, Partner, Pinheiro

### Articles and Cases:
- HMU: Jim Kling. ‘Tension in Teams.’ Jan 2009
- HBR Case: Tamara J. Erickson, Ron Alsop, Pamela Nicholson, and Jim Miller. ‘Gen Y in the Workforce.’ Feb 2009

### Self-Assessments

Share An Idea

## Learn and Develop through Formal Courses 10%

### Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

### Learn Concepts:
- 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

### Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

### Pre and Post Assessment

Impact Surveys

Share an Idea

### 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
# Topic
Dismissing an Employee

## TOPIC OVERVIEW
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.

Mentors: Susan Alvey and Stever Robbins

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### Action Learning Projects:
- Familiarize Yourself with Dismissal-Related Laws and Company Policies
- Learn From a Dismissal

### Task Paths (15 minutes):
- Conduct a dismissal meeting
- Document a dismissal
- Know when to proceed

### Tools, Steps and Tips:
- List of dos and don'ts for dismissing an employee
- Dismissal preparation checklist
- Self-assessment on managing a dismissal
- 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

### Quick Path (20 minutes)
- Search Engine, Index, Inside
- Share An Idea

### Discussion Guides:
- When to Dismiss an Employee
- Conducting a Dismissal Meeting

### Leadership Insight Videos:
- ‘Be Candid’, Larry Kaye, Senior Vice-President, Leadership & Organizational Development, Fidelity Investments
- ‘Know When to Let Go’, Larry Kramer, Former President, CBS Digital Media

### Articles and Cases:
- HMCL: Steve Gosset, ‘Sometimes You Do Have to Fire People.’ Oct 1999

### Self-Assessments
- Search Engine, Index, Inside
- Share An Idea

### Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

### Learn Concepts:
- 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

### Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further
- Pre and Post Assessment
- Impact Surveys
- Share an Idea
## Diversity

### TOPIC OVERVIEW

A diverse team generates more creative ideas and gives organizations a unique competitive edge. 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.

Mentor: Martha R. A. Fields

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<td>• Develop a More Inclusive Environment</td>
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<td>• Define a Diversity Recruitment Strategy</td>
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<td>• Manage diversity-related conflict</td>
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<td>• Recruit a diverse team</td>
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<td>• Worksheet for understanding interpersonal bias</td>
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<td>• Creating an inclusive environment self-assessment</td>
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<td>• Worksheet for creating a diversity profile</td>
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<td>• Recruitment interview checklist</td>
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<td>• Cultural intelligence self-assessment</td>
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<td>• Worksheet for preparing for a cross-cultural business trip</td>
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<td>• Steps for distinguishing between performance- and diversity-related problems</td>
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<td>• Steps for creating a diversity recruitment plan</td>
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<td>• Steps for strengthening your cultural intelligence</td>
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<td>• Tips for creating an inclusive workplace environment</td>
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<td>• Tips for recruiting diverse employees</td>
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<td>• ‘Tomorrow’s Leaders’, Doug Ready, President, ICEDR</td>
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<td>• ‘Recognize Your Biases’, Sharon Jordan-Evans, CEO, Jordan-Evans Group</td>
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<td>• ‘The Mix of Experience’, Esther Alegria, Vice President, Manufacturing &amp; GM, Biogen Idec Inc</td>
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<td>• HMU: Neville Isdell and Christina Bielaszka-DuVernay. ‘How Coca-Cola Built Strength on Diversity.’ Apr 2008</td>
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<td>• HBR Case: Bronwyn Fryer, Julia Kirby, Howard Weyers, Sondra Solovay, Mark V. Roehling, and Amy Wilensky. ‘Fat Chance.’ May 2005</td>
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<td>• Thinking Differently About Differences</td>
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<td>• Handling Diversity-Related Conflict</td>
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<td>• Fostering an Inclusive Environment</td>
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<td>• Tapping Diversity’s Value</td>
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**Pre and Post Assessment**

Impact Surveys
Share an Idea
Topic
Ethics at Work

TOPIC OVERVIEW
Introduces a three-part framework for identifying and executing sound choices based on ethical standards. Demonstrates how building a culture of integrity and cultivating an environment of trust among employees, customers and other stakeholders lays a foundation for sustained success. Also helps managers grasp the complexity of making cross-cultural ethical decisions.
Mentor: Jeffrey Seglin

Learn and Develop through Experience 70%
Action Learning Projects:
• Improve Your Ability to Make Ethical Decisions as a Group
• Analyze Your Company’s Ethics Code

Task Paths (15 minutes):
• Make ethical decisions across borders
• Shape a framework for ethical decisions
• Test validity of an ethical decision

Tools, Steps and Tips:
• Worksheet for gathering and analyzing the facts
• Worksheet for considering the consequences
• Worksheet for testing your decision
• Worksheet for resolving a cross-cultural ethical dilemma
• Steps for gathering and analyzing the facts
• Steps for considering the consequences
• Steps for testing your decision
• Steps for resolving conflicts of relative development and cultural tradition
• Tips for addressing ethical challenges practically
• Tips for confronting others about unethical behavior
• Tips for making ethical decisions as a group
• Tips for fostering a global ethical perspective

Learn and Develop through Others 20%
Discussion Guides:
• Gathering the Facts of an Ethical Dilemma
• Evaluating and Testing a Proposed Solution

Leadership Insight Videos:
• ‘Ethical Ambiguity’, Jeff Seglin, Ethics Columnist, New York Times Syndicate
• ‘Speak the Truth’, Larry Kaye, Senior Vice-President, Leadership & Organizational Development, Fidelity Investments
• ‘Should You Lie to Save Your Company?’; Jeff Seglin, Ethics Columnist, New York Times Syndicate

Articles and Cases:
• HBR: Mary Gentile, ‘Keeping Your Colleagues Honest.’ Mar 2010

Café Workshop Kit (1 hour):
• Overview
• Announcement
• Presentation
• Handouts

Learn Concepts:
• Defining Workplace Ethics
• Making Ethical Decisions: Why You Need a Framework
• Gathering and Analyzing the Facts
• Considering the Consequences
• Testing Your Decision
• What Are a Manager’s Ethical Responsibilities?
• Understanding Why Good Managers Behave Unethically
• Making Ethical Decisions Across Borders

Full Topic Features:
• Learn
• Practice
• Apply
• Explore Further

Pre and Post Assessment

Impact Surveys
Share an Idea

Self-Assessments
Share An Idea

Quick Path (20 minutes)
Search Engine, Index, Inside
Share An Idea
Topic
Feedback Essentials

TOPIC OVERVIEW
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.


Learn and Develop through Experience 70%

Action Learning Projects:
• Planning and Delivering
• Peer-to-Peer Feedback
• Soliciting Feedback from Employees

Task Paths (15 minutes):
• Customize feedback
• Give effective feedback

Tools, Steps and Tips:
• Planning a feedback session worksheet
• Giving feedback upward assessment
• Planning commitment worksheet
• Feedback process evaluation
• Steps for giving feedback to correct a behavior
• Steps for communicating positive feedback
• Steps for receiving feedback
• Tips for when to give feedback
• Tips for when not to give feedback
• Tips for giving feedback
• Tips for giving feedback in a volatile situation
• Tips for giving feedback to uncommunicative people
• Tips for responding to vague feedback

Quick Path (20 minutes)
Search Engine, Index, Inside
Share An Idea

Learn and Develop through Others 20%

Discussion Guides:
• Preparing to Give Feedback
• Receiving Feedback

Leadership Insight Videos:
• ‘Delivering Difficult Feedback’, Tim Butler, Senior Fellow, Harvard Business School
• ‘Real-time Feedback’, Sharon Grady, President, The Grady Group
• ‘The Power of Feedback’, Larry Kaye, Senior Vice-President, Leadership & Organizational Development, Fidelity Investments

Articles and Cases:
• HMU: Anne Field. ‘Block That Defense: How to Make Sure Your Constructive Criticism Works.’ Sep 2007
• HMU: Cynthia Morrison Phoel. ‘Feedback That Works.’ Feb 2009

Self-Assessments
Share An Idea

Learn and Develop through Formal Courses 10%

Café Workshop Kit (1 hour):
• Overview
• Announcement
• Presentation
• Handouts

Learn Concepts:
• What Is Feedback?
• Deciding When and How to Deliver Feedback
• Giving Feedback Effectively
• Receiving Feedback Openly
• Customizing Feedback
• Providing Upward Feedback
• Managing Barriers to Feedback
• Acting When Feedback Calls for Change
• Frequently Asked Questions

Full Topic Features:
• Learn
• Practice
• Apply
• Explore Further

Pre and Post Assessment
Impact Surveys
Share an Idea
Topic
Finance Essentials

TOPIC OVERVIEW
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.
Mentor: Chuck Kremer

Learn and Develop through Experience | Learn and Develop through Others | Learn and Develop through Formal Courses
70% | 20% | 10%

Action Learning Projects:
- Draft the Group’s Budget
- Develop a Proposal

Task Paths (15 minutes):
- Calculate ROI
- Measure Financial health
- Perform cost/benefit analysis
- Prepare a budget
- Track performance

Tools, Steps and Tips:
- Annual budgeting and tracking worksheet
- Breakeven analysis worksheet
- Initiative proposal worksheet
- Steps for creating a budget
- Steps for tracking a budget
- Tips for analyzing financial statements
- Tips for budgeting

Quick Path (20 minutes)
Search Engine, Index, Inside
Share An Idea

Discussion Guides:
- Creating a Budget
- Assessing an Investment Opportunity

Leadership Insight Videos:
- ‘Create Efficiencies’, Cristina Camarero, Finance Manager, Tema Grupo Empresarial
- ‘Net Present Value’, Srikant Datar, Senior Associate Dean, Harvard Business School
- ‘When The Numbers Don’t Add Up’, Jacqueline Murphy, Editorial Director, Harvard Business Review Group
- ‘Face Your Fear’, Ash Tyagi, General Manager, Tata Industries Ltd.
- ‘Look Beyond the Numbers’, Michael Shinton, CFO, Asian Pacific Building Corporation Pty Ltd

Articles and Cases:

Self-Assessments
Share An Idea

Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

Learn Concepts:
- Monitoring Financial Health
- The Income Statement
- The Balance Sheet
- The Cash Flow Statement
- Comparing the Three Financial Statements
- Measuring Financial Health
- The Budget Process
- Preparing a Budget
- Articulating Your Assumptions
- What Is Cost/Benefit Analysis?
- Return on Investment and Payback Period
- Net Present Value and Internal Rate of Return
- Sensitivity Analysis
- Estimating Unquantifiable Benefits and Costs
- Breakeven Analysis
- Tracking Performance
- Key Terms

Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

Pre and Post Assessment
Impact Surveys
Share an Idea
## Topic

### Global Collaboration

**TOPIC OVERVIEW**

Addresses the critical skills required to manage a cross-cultural collaboration, including negotiating, building trust, overcoming language barriers and navigating the geographical and technological challenges of working across continents. Also helps managers understand national differences and develop their cultural intelligences. Additionally provides strategies for aligning a global team.

Mentor: Tsedal Neeley

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<td>• Worksheet for documenting cultural characteristics</td>
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<td>• National culture self-assessment</td>
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<td>• Worksheet for building trust between collaborators</td>
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<td>• Worksheet for preparing for a cross-cultural negotiation</td>
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<td>• Worksheet for clarifying a global team’s purpose</td>
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<td>• Worksheet for aligning global team roles and responsibilities</td>
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<td>• Steps for mastering another culture’s customs</td>
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<td>• Steps for building trust between global collaborators</td>
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<td>• Steps for conducting a cross-cultural negotiation</td>
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<td>• Steps for aligning roles and responsibilities in your global team</td>
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<td>• Tips for strengthening your cultural intelligence</td>
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<td>• Tips for hiring and working with an interpreter</td>
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<td>• Tips for communicating with non-native speakers of your language</td>
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<td>• Tips for fostering shared identity in your global team</td>
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<td>• Tips for creating a high-performing global team</td>
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**Quick Path** (20 minutes)

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<td>• ‘Educate Your Teams’, Victor Equisoain, Director, Acciona</td>
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<td>• ‘Language Policies’, Tsedal Neeley, Assistant Professor, Harvard Business School</td>
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<td>• ‘Face-to-Face Contact’, Tsedal Neeley, Assistant Professor, Harvard Business School</td>
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**Articles and Cases:**

- HBR: Mansour Javidan, Mary Teagarden, and David Bowen, ‘Making It Overseas.’ Apr 2010
- HBR Case: Nitin Nohria, Katherine Tsang, Mansour Javidan, and James Champy, ‘From Regional Star to Global Leader.’ Jan 2009

**Self-Assessments**

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**Learn Concepts:**

- Doing Business Across Borders
- Defining Culture
- Building Your Cultural Intelligence
- Establishing Trust
- Negotiating Across Cultures
- Overcoming Language Barriers
- Surviving Challenges of Physical Distance
- Aligning a Global Team

**Full Topic Features:**

- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**

Impact Surveys

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[Blended Harvard Management Mentor](#)
# Topic
## Goal Setting

### TOPIC OVERVIEW
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.

Mentors: Penny Locey and Linda A. Hill

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<td>• Maximize goal success</td>
<td>• ‘Culture of Achievement’, Srikant</td>
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<td>• Monitor achievement of your goals</td>
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<td>• Set SMART goals</td>
<td>Development, MEMC Electronic</td>
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<td>• Goal development worksheet</td>
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<td>• Goal and task worksheet</td>
<td>• ‘The Art of Stretch Targets’,</td>
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<td>• Obstacles/solutions worksheet</td>
<td>Srikant Datar, Senior Associate</td>
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<td>• Worksheet for evaluating goals</td>
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<td>• BSR: Janice Koch. ‘Challenges of</td>
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<td>• HBR OnPoint EE: James C. Collins.</td>
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<td>‘Turning Goals into Results: The</td>
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<td>Power of Catalytic Mechanisms.’</td>
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# Hiring

## TOPIC OVERVIEW

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.

Mentor: Linda A. Hill

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<td>• Define Requirements for a Position in Your Group</td>
<td>• Getting the Information You Need</td>
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<td>• Prepare for a Hiring Interview</td>
<td>• Evaluating Job Candidates</td>
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<td>• Conduct an interview</td>
<td>• ‘Hiring a Top Team’, Neil Gaydon, CEO, pace Plc.</td>
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<td>• Evaluate job candidates</td>
<td>• ‘Uncovering Passion’, Tim Butler, Senior Fellow, Harvard Business School</td>
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<td>• Make an offer</td>
<td>• ‘The Right Stuff’, Sharon Jordan-Evans, CEO, Jordan-Evans Group</td>
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<td>• Interview preparation form</td>
<td>• HBR: Claudio Fernandez-Araoz, Boris Groysberg, and Nitin Nohria. ‘The Definitive Guide to Recruiting in Good Times and Bad.’ May 2009</td>
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<td>• Decision-making matrix worksheet</td>
<td>• HBR: Tamara J. Erickson and Lynda Gratton. ‘What It Means to Work Here.’ Mar 2007</td>
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<td>• Job profile form</td>
<td>• HBR Case: Diane Coutu. ‘We Googled You.’ Jun 2007</td>
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<td>• Steps for recruiting candidates</td>
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# Innovation and Creativity

**TOPIC OVERVIEW**

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.

Mentor: Dorothy Leonard

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### Action Learning Projects:
- Physical Workspace Assessment and Improvement
- Team Brainstorming Session

### Task Paths (15 minutes):
- Build intellectual diversity
- Manage Creative Conflict

### Tools, Steps and Tips:
- Creativity checklist
- Form for setting a target for creative change
- Psychological environment for creativity assessment
- Enhancing the creativity of the physical workspace worksheet
- Planning for innovation worksheet
- Form for listing attributes
- Steps for fostering creative conflict: depersonalizing issues
- Steps for promoting creative conflict: surfacing unspoken issues
- Steps for enhancing your own creative potential
- Tips for providing outside stimulation for your group
- Tips for enhancing the physical workspace to facilitate communication and interaction
- Tips for motivating and rewarding creativity
- Tips for brainstorming sessions

### Quick Path (20 minutes)

**Search Engine, Index, Inside**

**Share An Idea**

### Discussion Guides:
- Building a Creative and Innovative Team
- Creative Ideas from Outside the Organization

### Leadership Insight Videos:
- ‘Position for Future Markets’, Tamar Elkeles, VP, Learning & Development, Qualcomm
- ‘You Can’t Go It Alone’, Howard Stevenson, Senior Associate Dean, Harvard Business School
- ‘The Innovation Value Chain’, Adrian Beggs, Director, Sales & Marketing Intelligence, Google
- ‘Harnessing Creativity’, Karim Lakhani, Assistant Professor, Harvard Business School

### Articles and Cases:
- HBR: Teresa M. Amabile and Mukti Khare. ‘Creativity and the Role of the Leader,’ Oct 2008

### Cafe Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

### Learn Concepts:
- The Manager’s Role
- What Are Creativity and Innovation?
- Key Misconceptions
- Five Steps in the Creative Process
- Characteristics of Creative Groups
- Different Thinking Styles
- Building Intellectual Diversity
- Fostering Creative Abrasion
- Enhancing the Psychological Environment
- Enriching the Physical Environment
- Divergent Thinking Techniques
- Convergence Techniques

### Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

### Pre and Post Assessment

**Impact Surveys**

**Share an Idea**
Topic
Innovation Implementation

**TOPIC OVERVIEW**
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.
Mentor: Kumar Nochur

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<td>• Build a Support Network for Your Innovation</td>
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<td>• Win Buy-In for Your Idea from Key Stakeholders</td>
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<td><strong>Leadership Insight Videos:</strong></td>
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<td>• Build a business case</td>
<td>• ‘Distributed Innovation’, Karim Lakhani, Assistant Professor, Harvard Business School</td>
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<td>• Develop a vision statement</td>
<td>• ‘Revolutionary Ideas’, Karim Lakhani, Assistant Professor, Harvard Business School</td>
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<td>• Identify shareholders</td>
<td>• ‘The Right Kinds of Failure’, Howard Stevenson, Senior Associate Dean, Harvard Business School</td>
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<td>• Worksheet for crafting a vision statement</td>
<td>• HMU: Michael Beer, Russell A. Eisenstat, and Derek Schrader. ‘Why Good Innovations Don’t Get to Market.’ Oct 2007</td>
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<td>• Checklist for evaluating a sponsor</td>
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Topic
Laying off Employees

TOPIC OVERVIEW
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.
Mentors: Susan Alvey and Stever Robbins

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Action Learning Projects:
- Prepare for a Layoff
- Communicate with Your Team After a Layoff

Task Paths (15 minutes):
- Decide whom to lay off
- Manage layoff survivors
- Support displaced employees

Tools, Steps and Tips:
- List of dos and don’ts for laying off employees
- Layoff preparation checklist
- Self-assessment on managing a layoff
- Steps for leading post-layoff change
- Steps for preparing for a stressful conversation
- Tips for acknowledging endings after a layoff
- Tips for holding question sessions after a layoff
- Tips for working with a communications coach

Quick Path (20 minutes)
Search Engine, Index, Inside
Share An Idea

Discussion Guides:
- Managing Layoff Survivors
- Informing Employees Who Are Being Laid Off

Leadership Insight Videos:
- ‘Letting People Go’, Imtiaz Mahtob, Group Deputy Director, Air Liquide
- ‘Communication Is Key’, Stever Robbins, President, Stever Robbins Inc.
- ‘Meet Face to Face’, Stever Robbins, President, Stever Robbins Inc.

Articles and Cases:
- HMU: Stever Robbins. ‘How to Communicate Layoffs.’ Feb 2009

Self-Assessments
Share An Idea

Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

Learn Concepts:
- What Is a Layoff?
- Taking Care of Yourself Through a Layoff
- Understanding the Grounds for a Layoff
- Deciding Whom to Lay Off
- Communicating a Layoff to Employees
- Informing Employees Who Are Being Laid Off
- Helping Displaced Workers After a Layoff
- Managing Layoff Survivors
- Leading Your Team After a Layoff
- Learning from a Layoff
- Key Terms
- Frequently Asked Questions

Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

Pre and Post Assessment
Impact Surveys
Share an Idea
Topic
Leading and Motivating

TOPIC OVERVIEW
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.
Mentor: Linda A. Hill

Learn and Develop through Experience 70%
Learn and Develop through Others 20%
Learn and Develop through Formal Courses 10%

Action Learning Projects:
• Develop a Vision Statement with Your Team
• Communicate a Vision

Task Paths (15 minutes):
• Create a dynamic environment
• Formulate a vision
• Motivate a problem employee

Tools, Steps and Tips:
• Emotional intelligence and leadership trait checklist
• Worksheet for developing a vision
• Worksheet for keeping people motivated
• Establishing credibility and building a holding environment checklist
• Steps for adapting your leadership style to individual needs
• Steps for formulating a vision
• Steps for creating forward momentum
• Tips for establishing your credibility
• Tips for developing your leadership skills
• Tips for creating an inspiring work environment

Quick Path (20 minutes)
Search Engine, Index, Inside
Share An Idea

Discussion Guides:
• Using the Right Leadership Style
• Motivating Employees to Excel

Leadership Insight Videos:
• ‘Everyone is a Leader’, Larry Downes, CEO, New Jersey Resources
• ‘Coolness Under Fire’, Jorge Dominguez, Vice Provost, International Affairs, Harvard University
• ‘Give People Credit’, Steve Kerr, Senior Advisor, Goldman Sachs
• ‘Leading on a Grand Scale’, Adi Ignatius, Editor-In-Chief, Harvard Business Review

Articles and Cases:
• HMU: Lauren Keller Johnson. ‘Motivating Employees to Go Above and Beyond.’ Aug 2006

Self-Assessments
Share An Idea

Café Workshop Kit (1 hour):
• Overview
• Announcement
• Presentation
• Handouts

Learn Concepts:
• What Leaders Really Do
• Skills and Characteristics of Leaders
• Adapting Your Leadership Style
• Crafting a Vision That Others Will Follow
• Aligning People Through Successful Communication
• Motivating Others
• Energizing Difficult People
• Creating a Work Environment that Motivates

Full Topic Features:
• Learn
• Practice
• Apply
• Explore Further

Pre and Post Assessment
Impact Surveys
Share an Idea
# Managing Upward

## TOPIC OVERVIEW
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.

Mentors: Katie Carlone and Linda A. Hill

## Learn and Develop through Experience (70%)
- **Action Learning Projects:**
  - Build a Strong Relationship with Your Manager
  - Present Problems and Opportunities to Your Manager

- **Task Paths (15 minutes):**
  - Build a good relationship with your boss
  - Negotiate with your manager

- **Tools, Steps and Tips:**
  - 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
  - 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

- **Quick Path (20 minutes):**

- **Search Engine, Index, Inside:*

- **Share An Idea:*

## Learn and Develop through Others (20%)
- **Discussion Guides:**
  - Clarifying Manager-Team Expectations
  - Fostering Manager-Team Communication

- **Leadership Insight Videos:**
  - ‘Work With, Not For, Your Boss’, Vineet Kapoor, Director, Strategic Initiatives, Synthes Asia Pacific
  - ‘Boss Management 101’, Lauren Mackler, Executive Coach, Consultant & Author
  - ‘Mad Dog’, Ray Carvey, Executive Vice President COO, & CFO, Harvard Business Publishing
  - ‘When to Speak Up’, Linda A. Hill, Professor, Harvard Business School

- **Articles and Cases:**
  - HBR: John J. Gabarro and John P. Kotter. ‘Managing Your Boss.’ Jan 2005
  - HBR Case: David Silverman, Gini Graham, Brad Gilbreath, and Lauren Sontag. ‘Surviving the Boss from Hell.’ Sep 2009

- **Self-Assessments:**
  - Share An Idea

## Learn and Develop through Formal Courses (10%)
- **Café Workshop Kit (1 hour):**
  - Overview
  - Announcement
  - Presentation
  - Handouts

- **Learn Concepts:**
  - The Purpose of Managing Upward
  - Developing a Relationship with Your Manager
  - Communicating with Your Manager
  - Negotiating with Your Manager

- **Full Topic Features:**
  - Learn
  - Practice
  - Apply
  - Explore Further

- **Pre and Post Assessment:**

- **Impact Surveys:**

- **Share an Idea:**

Topic
Marketing Essentials

TOPIC OVERVIEW
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.
Mentors: Philip Kotler and Bruce Wrenn

Learn and Develop through Experience 70%
Learn and Develop through Others 20%
Learn and Develop through Formal Courses 10%

Action Learning Projects:
- Conduct Market Research
- Develop a New Offering for Your Internal Customers

Task Paths (15 minutes):
- Define your target market
- Develop a marketing strategy
- Launch a new product
- Manage demand

Tools, Steps and Tips:
- 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
- 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

Quick Path (20 minutes)
Search Engine, Index, Inside
Share An Idea

Discussion Guides:
- Understanding Our Competition
- Building a Marketing Orientation

Leadership Insight Videos:
- ‘Transforming Your Brand’, Brian Moore, Vice President, Global Footwear, The Timberland Company
- ‘Be Authentic’, Brian Moore, Vice President, Global Footwear, The Timberland Company
- ‘Exemplary Service’, Rohit Deshpande, Professor, Harvard Business School
- ‘Customer Input’, Scott Anthony, Managing Director, Innosight Ventures

Articles and Cases:
- HBR: Jan-Benedict E.M. Steenkamp and Nirmalya Kumar, ‘Don’t Be Undersold!’ Dec 2009
- HBR: Roland T. Rust, Christine Moorman, and Gaurav Bhalla, ‘Rethinking Marketing,’ Jan 2010

Self-Assessments
Share An Idea

Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

Full Topic Concepts:
- 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

Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

Pre and Post Assessment
Impact Surveys
Share an Idea
Topic
Meeting Management

**TOPIC OVERVIEW**
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.


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**Action Learning Projects:**
- Plan a Meeting
- Conduct and Follow Up on a Meeting

**Task Paths (15 minutes):**
- Conduct a meeting
- Create an agenda
- Fix a problematic meeting

**Tools, Steps and Tips:**
- Meeting agenda form
- Meeting planner’s checklist
- Meeting minutes form
- Steps for planning, conducting, and following up
- Steps for discussing a problem
- Steps for building an instant agenda
- Tips for preparing a meeting
- Tips for conducting a meeting
- Tips for dealing with problem behaviors
- Tips for intervening at critical junctures
- Tips for ending a meeting
- Tips for on-the-spot recording

**Discussion Guides:**
- Preparing for a Meeting
- Tackling Your Toughest Meeting Problems

**Leadership Insight Videos:**
- ‘Action Items’, Ellen Kumata, Managing Director, Cambria Consulting
- ‘Show off Your People’, Steve Kerr, Senior Advisor, Goldman Sachs
- ‘The Meeting Climate’, Linda A. Hill, Professor, Harvard Business School

**Articles and Cases:**
- HMU: Tom Krattenmaker. ‘Make Every Meeting Matter.’ Dec 2007
- HMCL: Janice Obuchowski. ‘Your Meeting: Who’s in Charge?’ Apr 2005

**Self-Assessments:**
- Share An Idea

**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Full Topic Concepts:**
- Types and Purposes of Meetings
- Creating an Agenda
- Preparing for the Meeting
- How Groups Reach Decisions
- Conducting a Meeting
- When Bad Things Happen to Good Meetings
- Ending a Meeting
- Following Up After a Meeting
- Virtual Meetings

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**
Impact Surveys
Share an Idea
# Topic
## Negotiating

### TOPIC OVERVIEW
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.

*Mentor: Marjorie Corman Aaron, JD*

### Learn and Develop through Experience 70%

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<td>• Prepare for a Negotiation</td>
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<td>• Break Down Barriers to Agreement</td>
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<td><strong>Task Paths</strong> (15 minutes):</td>
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<td>• Choose tactics strategy</td>
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<td>• Create a strong framework</td>
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### Tools, Steps and Tips:
- Worksheet for identifying and improving your BATNA
- Worksheet for determining your reservation price
- Worksheet for assessing the other side’s interests
- Worksheet for evaluating your authority and that of the other side
- Sales negotiation planning form
- Steps for preparing for a negotiation
- Steps for handling a distributive negotiation
- Steps for handling an integrative negotiation
- Steps for improving your negotiating position
- Steps for closing a deal
- Tips for establishing the right tone
- Tips for getting off to a good start
- Tips for listening actively
- Tips for dealing with saboteurs
- Tips for managing relationship value

### Learn and Develop through Others 20%

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<tr>
<td>• Identifying a BATNA and Reservation Price</td>
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<td>• Assessing the Other Side’s Interests</td>
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### Leadership Insight Videos:
- ‘Explore Underlying Needs’, Stever Robbins, President, Stever Robbins Inc.
- ‘Play Your Cards Right’, Ray Carvey, Executive Vice President, COO, & CFO, Harvard Business Publishing
- ‘Do Your Homework’, Colleen O’Keefe, Senior Vice President, Collaboration Solutions & Services, Novell

### Learn Concepts:
- Types of Negotiation
- Multiphase and Multiparty Negotiations
- Four Key Concepts in Negotiation
- Nine Steps to a Deal
- Negotiation Tactics
- Barriers to Agreement
- Mental Errors
- Skills of Effective Negotiators
- Key Terms
- Frequently Asked Questions

### Café Workshop Kit (1 hour)
- Overview
- Announcement
- Presentation
- Handouts

### Articles and Cases:
- HBR: Jeanne M. Brett, Ray Friedman, and Kristin Behfar. ‘How to Manage Your Negotiating Team.’ Sep 2009

### Self-Assessments

### Share an Idea

### Learn and Develop through Formal Courses 10%

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### Learn Concepts:
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- Multiphase and Multiparty Negotiations
- Four Key Concepts in Negotiation
- Nine Steps to a Deal
- Negotiation Tactics
- Barriers to Agreement
- Mental Errors
- Skills of Effective Negotiators
- Key Terms
- Frequently Asked Questions

### Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

### Pre and Post Assessment

### Impact Surveys

### Share an Idea

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Topic
New Manager Transitions

TOPIC OVERVIEW
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.
Mentor: Linda A. Hill

Learn and Develop through Experience 70%

Action Learning Projects:
- Strengthen Your Emotional Intelligence
- Build Your Support Network

Task Paths (15 minutes):
- Manage a team
- Manage conflicting expectations

Tools, Steps and Tips:
- Best manager-worst manager worksheet
- Checklist for new managers
- Emotional intelligence self-assessment
- Contact sheet for new managers
- Worksheet for adapting your managerial style
- 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

Quick Path (20 minutes)
Search Engine, Index, Inside
Share An Idea

Learn and Develop through Others 20%

Discussion Guides:
- Surprising Truths About Management
- Managing the Stress of the Transition

Leadership Insight Videos:
- ‘Attitude Adjustment’, Jacqueline Murphy, Editorial Director, Harvard Business Review Group
- ‘Manager as Decision Maker’, Aus Al-Tawil, Manager, Reservoir Characterization Dept., Saudi Aramco

Articles and Cases:
- HMU: Lauren Keller Johnson. ‘Helping New Managers Succeed.’ Feb 2008
- HBR Case: Gordon Adler, Thomas J. Delong, Ellen Hart, Kathleen Collman, John Doumani, Joseph L. Galanneau, and Julie Johnson. ‘When a New Manager Stumbles, Who’s at Fault?’ Mar 1996

Self-Assessments
Share An Idea

Learn and Develop through Formal Courses 10%

Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

Learn Concepts:
- 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

Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

Pre and Post Assessment
Impact Surveys
Share an Idea
Topic
Performance Appraisal

TOPIC OVERVIEW
Prepare, conduct and follow up a performance evaluation meeting. Includes guidelines on appropriate documentation and handling problem situations, as well as specific before, during and after steps designed to reinforce desirable behavior and effect change where needed.
Mentor: Kathleen Jordan

Learn and Develop through Experience 70%
Learn and Develop through Others 20%
Learn and Develop through Formal Courses 10%

Action Learning Projects:
- Prepare for and Conduct a Performance Appraisal
- Document an Employee’s Performance

Task Paths (15 minutes):
- Address a performance problem
- Create a development plan
- Document employee performance

Tools, Steps and Tips:
- Performance appraisal preparation checklist
- Performance appraisal evaluation checklist
- Individual development plan worksheet
- 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

Quick Path (20 minutes)
Search Engine, Index, Inside Share An Idea

Discussion Guides:
- Tackling Performance Appraisal Challenges
- Documenting Employee Performance

Leadership Insight Videos:
- ‘Feedback Sparks Growth’, Robin Jarvis, Senior Manager, Leadership Management, H.E.B. Groceries
- ‘Be Aware of Your Biases’, V.G. Narayanan, Professor, Harvard Business School
- ‘Cumulative Conversations’, June Delano, Partner, ClearLake Group

Articles and Cases:
- HMU: Tom Krattenmaker. ‘Appraising Employee Performance in a Downsized Organization.’ May 2009

Self-Assessments
Share An Idea

Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

Learn Concepts:
- The Purpose of Assessing Performance
- Preparing for a Performance Appraisal Meeting
- Conducting a Performance Appraisal Meeting
- Recording the Meeting
- Following Up
- Frequently Asked Questions

Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

Pre and Post Assessment
Impact Surveys
Share an Idea
# Topic

## Performance Measurement

### TOPIC OVERVIEW
Learn how to measure your group’s performance by applying a disciplined process to performance measurement.
Mentor: Robert S. Kaplan

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**Action Learning Projects:**
- Measure Our Team’s Performance
- Get to Know Our Organization’s Performance Measurement System

**Task Paths (15 minutes):**
- Define performance metrics
- Interpret performance results
- Set realistic targets

**Tools, Steps and Tips:**
- Worksheet for understanding key performance indicators
- Worksheet for understanding your company’s performance measurement system
- Worksheet for deciding which performance aspects to measure
- Worksheet for setting performance targets
- Worksheet for tracking performance results
- Steps for measuring performance
- Tips for communicating performance data to your group
- Tips for launching the performance measurement process
- Tips for defining objectives
- Tips for creating performance metrics
- Tips for setting performance targets

**Quick Path (20 minutes)**
Search Engine, Index, Inside Share An Idea

**Discussion Guides:**
- Deciding What to Measure
- Performance Measurement Pitfalls

**Leadership Insight Videos:**
- ‘Take Risks’, Dan Groneck, Director, Planning & Execution, The Boeing Company
- ‘Driven by a Purpose’, Srikant Datar, Board Member, Novartis
- ‘Mission and Objectives’, Robert S. Kaplan, Professor, Harvard Business School

**Articles and Cases:**
- BSR: Robert Kaplan. ‘Target Setting.’ May 2006

**Self-Assessments Share An Idea**

**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- Performance Measurement Overview
- Key Performance Indicators
- Performance Measurement Systems
- Performance Measurement as a
- Deciding What to Measure
- Gathering Performance Data
- Interpreting Performance Results
- Avoiding Performance Measurement Pitfalls
- From Performance Measurement to Performance Management
- Key Terms

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**
- Impact Surveys
- Share an Idea
# Topic
Persuading Others

## TOPIC OVERVIEW
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.

Mentor: Harry Mills

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### Action Learning Projects:
- Strengthen Your Credibility
- Craft a Persuasion Strategy for a Key Audience

### Task Paths (15 minutes):
- Identify your audience
- Overcome resistance

### Tools, Steps and Tips:
- Persuasion self-assessment
- Worksheet for establishing your credibility
- Worksheet for understanding your audience
- Steps for defining a unique value proposition
- Steps for introducing a new organizing metaphor
- Steps for reading your audience quickly
- Tips for keeping your message simple
- Tips for speaking with confidence
- Tips for using body language
- Tips for using statistics
- Tips for using visual aids

### Quick Path (20 minutes)
Search Engine, Index, Inside Share An Idea

### Discussion Guides:
- Winning Minds and Hearts
- Overcoming Resistance to Your Idea

### Leadership Insight Videos:
- ‘The Power of Inquiry’, Sharon Grady, President, The Grady Group
- ‘Understand Motivations’, Jorge Dominguez, Vice Provost, International Affairs, Harvard University
- ‘High Impact Story Telling’, Brad Holst, Principal & Executive Director, Mandel Communications
- ‘Framing the Big Picture’, Scott Anthony, Managing Director, Innosight Ventures

### Articles and Cases:
- HMU: Christina Bielaszka-DuVernay. ‘Take a Strategic Approach to Persuasion.’ Jul 2008

### Self-Assessments
Share An Idea

### Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

### Learn Concepts:
- Persuasion Overview
- Building Your Credibility
- Understanding Your Audience
- Winning Your Audience’s Mind
- Winning Your Audience’s Heart
- Overcoming Resistance
- Understanding Persuasion Triggers
- Leveraging the Power of Audience
- Key Terms

### Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

### Pre and Post Assessment
Impact Surveys
Share an Idea

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# Topic
## Presentation Skills

### TOPIC OVERVIEW
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.

Mentor: Nick Morgan

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#### Action Learning Projects:
- Evaluating a Presentation
- Working as a Team to Prepare a Presentation

#### Task Paths (15 minutes):
- Create an effective visual
- Handle questions
- Refine your ideas

#### Tools, Steps and Tips:
- Preliminary planning worksheet
- Audience characteristics worksheet
- Presentation context worksheet
- Presentation outline worksheet
- Logistics worksheet
- Objections worksheet
- 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

#### Quick Path (20 minutes):
- Search Engine, Index, Inside
- Share An Idea

#### Discussion Guides:
- Laying the Foundation for a Presentation
- Organizing Your Presentation

#### Leadership Insight Videos:
- ‘Tap the Power of Visuals’, Sarah Green, Associate Editor, Harvard Business Review Group
- ‘The Invisible Audience’, Brad Holst, Principal & Executive Director, Mandel Communications
- ‘5-Plus-1 Slide Strategy’, Brad Holst, Principal & Executive Director, Mandel Communications

#### Articles and Cases:
- HBR: Nick Morgan, ‘How to Become an Authentic Speaker.’ Nov 2008

#### Self-Assessments
- Share An Idea

#### Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

#### Learn Concepts:
- 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

#### Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

#### Pre and Post Assessment
- Impact Surveys
- Share an Idea
# Topic
## Process Improvement

### TOPIC OVERVIEW
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.
Mentor: Mark McDonald

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<td>- Redesign a Problem Process</td>
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<td>- Analyze a business process</td>
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<td>- Measure process performance</td>
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<td>- Redesign a process</td>
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<td>- Checklist for deciding whether process improvement is necessary</td>
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<td>- Worksheet for planning a process redesign</td>
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<td>- Process report card</td>
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<td>- Tips for developing a process mindset in your team</td>
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<td>- Prioritizing Process Improvement Efforts</td>
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<td>- Analyzing a Problem Process</td>
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<td>- ‘Haste Makes Waste’, Esther Alegria, Vice President, Manufacturing &amp; GM, Biogen Idec Inc.</td>
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<td>- ‘Fixing Potholes’, Bob Kaplan, Professor, Harvard Business School</td>
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<td>- HBR: Michael Hammer. ‘Process Audit.’ Apr 2007</td>
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**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- 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

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**
- Impact Surveys
- Share an Idea

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**Topic**

**Project Management**

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**TOPIC OVERVIEW**

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.

Mentor: Mary Grace Duffy

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**Action Learning Projects:**
- Manage a Project’s Risks
- Define a Project’s Critical Path

**Task Paths (15 minutes):**
- Create a project charter
- Develop reliable estimates
- Manage project risk
- Schedule a project

**Tools, Steps and Tips:**
- 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
- 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

**Quick Path (20 minutes):**
- Search Engine, Index, Inside
- Share An Idea

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**Discussion Guides:**
- Capturing Lessons from Past Projects
- Balancing a Project’s Competing Demands

**Leadership Insight Videos:**
- ‘Define Success Upfront’, Adrian Beggan, Director, Sales & Marketing Intelligence, Google
- ‘Clarify Roles’, Kate Sweetman, President, Sweetman Consulting
- ‘The Equation for Change’, June Delano, Partner, ClearLake Group
- ‘Choose the Right People’, Allison Rimm, Senior Vice President, Strategic Planning & Information Management, MGH

**Articles and Cases:**
- HBR: Gary Klein. ‘Performing a Project Premortem.’ Sep 2007
- HMU: Loren Gary. ‘Will Project Creep Cost You—or Create Value.’ Jan 2005
- HBR Case: Eric McNulty. ‘They Bought In. Now They Want to Bail Out.’ Dec 2003

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**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- 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 & Assigning Tasks
- Developing a Budget
- Developing a Schedule
- Creating a Communications Plan
- Launching and Monitoring the Project
- Managing Risk
- Wrapping Up the Project

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**

**Impact Surveys**

**Share an Idea**
## Topic
### Retaining Employees

#### TOPIC OVERVIEW
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.

Mentors: James Waldrop and Timothy Butler

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#### Learn and Develop through Experience | Learn and Develop through Others | Learn and Develop through Formal Courses

**Action Learning Projects:**
- Conduct ‘Stay Interviews’ to Improve Retention in Your Group
- Shape Your Team’s ‘Microculture’ to Improve Retention

**Task Paths (15 minutes):**
- Create an appealing perks package
- Cultivate a healthy culture
- Make the right hire

**Tools, Steps and Tips:**
- Worksheet for conducting a stay interview
- Worksheet for calculating the cost of replacing a specific employee
- Work culture survey
- Retention self-assessment
- 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

**Quick Path (20 minutes):**
Search Engine, Index, Inside
Share An Idea

**Discussion Guides:**
- Hiring People Who Will Stay
- Keeping Your Best Employees on Board

**Leadership Insight Videos:**
- ‘What Employees Value’, Sharon Jordan-Evans, CEO, Jordan-Evans Group
- ‘The Stay Interview’, Sharon Jordan-Evans, CEO, Jordan-Evans Group
- ‘Love What You Do’, Beverly Kaye, CEO, Career Systems International
- ‘Express Gratitude’, Beverly Kaye, CEO, Career Systems International

**Articles and Cases:**
- HBR Case: Edward E. Lawler III. ‘Why Are We Losing All Our Good People?’ Jun 2008

#### Café Workshop Kit (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

#### Learn Concepts:
- 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

#### Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

#### Pre and Post Assessment
**Impact Surveys**
Share an Idea

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# Topic

## Strategic Thinking

### TOPIC OVERVIEW

Learn how to recognize the personal traits, behaviors and attitudes and cognitive capacities that strategic thinkers demonstrate.

Mentor: David J. Collis

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<td>• Clarify strategic objectives</td>
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<td>• ‘Share the Vision’, Cynthia Montgomery, Professor, Harvard Business School</td>
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<td>• Make productive trade-offs</td>
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<td>• Prioritize actions</td>
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<td>• ‘The 10 Trends You Have to Watch.’ Jul 2009</td>
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<td>• HBR: W. Chan Kim and Renée Mauborgne. ‘How Strategy Shakes Structure.’ Sep 2009</td>
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**Quick Path (20 minutes)**

Search Engine, Index, Inside
Share An Idea
# Topic
## Strategy Execution

### TOPIC OVERVIEW
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.

Mentor: C. Davis Fogg

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# Topic:
## Stress Management

### TOPIC OVERVIEW
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.

Mentor: Edward Hallowell, MD

### Learn and Develop through Experience 70%
- **Action Learning Projects:**
  - Adopt Stress-Reducing Habits
  - Turn Worry into Action
- **Task Paths** (15 minutes):
  - Assess your stress level
  - Manage your stress
- **Tools, Steps and Tips:**
  - Worry self-assessment
  - Life changes as stressors checklist
  - Workplace stress assessment
  - Steps for quick stress reduction
  - Steps for decreasing toxic worry
  - Tips for managing worry
  - Tips for setting stress-reducing goals
  - Tips for coping with difficult co-workers
  - Tips for listening effectively to a worried colleague
- **Quick Path** (20 minutes)

### Learn and Develop through Others 20%
- **Discussion Guides:**
  - Mastering the Art of Positive Self-Talk
  - Managing Stress in Our Group
- **Leadership Insight Videos:**
  - ‘Chop Goals Down To Size’, Stever Robbins, President, Stever Robbins, Inc.
  - ‘Take Time to Disconnect’, Flemming Pedersen, Chief of Division, Danish Ministry of Economic & Business Affairs

### Learn and Develop through Formal Courses 10%
- **Café Workshop Kit** (1 hour):
  - Overview
  - Announcement
  - Presentation
  - Handouts
- **Learn Concepts:**
  - Overload and Toxic Worry
  - Positive Stress and Productive Worry
  - Assessing Your Stress Level
  - Taking Charge of Stress
  - Turning Worry into Action
  - Connecting with Others
  - Connecting with Yourself
  - Letting Your Body Help You Relieve Stress
  - Practice Good Stress Habits
  - Frequently Asked Questions

### Full Topic Features:
- Learn
- Practice
- Apply
- Explore Further

### Pre and Post Assessment
- Impact Surveys
- Share an Idea
Topic
Team Leadership

TOPIC OVERVIEW
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.

Mentors: Donna D. Conlin and Linda A. Hill

Learn and Develop through Experience 70%

- Action Learning Projects:
  - Evaluating Team Performance
  - Improving Team Leadership Skills
- Task Paths (15 minutes):
  - Build team culture
  - Pick the skills you need
- Tools, Steps and Tips:
  - Checklist for evaluating yourself as a team leader
  - Worksheet for deciding whether to assemble a team
  - Worksheet for developing a team charter
  - Role clarification worksheet
  - Worksheet for assessing team member’s skills
  - Checklist for assessing your team’s goals
  - Steps for launching a team
  - Steps for building an effective team
  - Steps for addressing team conflicts through private channels
  - Steps for holding an open team discussion about conflicts
  - Tips for creating a team charter
  - Tips for defining team goals
  - Tips for hosting a launch meeting
- Quick Path (20 minutes)

Learn and Develop through Others 20%

- Discussion Guides:
  - Building a High-Performing Team Culture
  - Forming a Team
- Leadership Insight Videos:
  - ‘Not Another Flowchart!’, Jayne Johnson, Director, Learning & Development, General Electric
  - ‘Surviving Mt. Everest’, Mike Roberto, Professor, Bryant University
  - ‘Do Actions Speak Louder Than Words?’, Paul Michelman, Executive Editor, Harvard Business Review Group
- Articles and Cases:
  - HMU: Judith A. Ross. ‘Make Your Good Team Great.’ Dec 2008
  - HBR Case: Hollis Heimbouch, Marshall Goldsmith, Nancy Bologna, Martin Puris, and Jon R. Katzenbach. ‘Should This Team Be Saved?’ Jul 2001

Learn and Develop through Formal Courses 10%

- Café Workshop Kit (1 hour):
  - Overview
  - Announcement
  - Presentation
  - Handouts
- Learn Concepts:
  - What Is a Team?
  - Seven Steps to an Effective Team
  - Forming a Team
  - Building Team Culture
  - Planning for Success
  - Operating As a Team
  - Evaluating Performance
  - Being a Team Player
- Full Topic Features:
  - Learn
  - Practice
  - Apply
  - Explore Further

Pre and Post Assessment
Impact Surveys
Share an Idea

Topic
Team Management

**TOPIC OVERVIEW**
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.

Mentor: Anne Donnellon

### Learn and Develop through Experience 70%

**Action Learning Projects:**
- Improve Your Team’s Effectiveness
- Foster a Strong Sense of Identity in Your Team

**Task Paths (15 minutes):**
- Boost team participation
- Evaluate your team
- Get your team unstuck
- Resolve team conflicts

**Tools, Steps and Tips:**
- Team audit - how are we doing?
- Team identity assessment
- Worksheet for resolving a disagreement
- Groupthink assessment
- Steps for keeping team meetings on the right track
- Steps for resolving conflicts
- Steps for evaluating your team
- Tips for building team performance
- Tips for improving team communication
- Tips for making the most of conflict
- Tips for balancing bossing with empowering

**Quick Path (20 minutes)**
Search Engine, Index, Inside
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### Learn and Develop through Others 20%

**Discussion Guides:**
- Selecting a Decision Process
- Managing Conflicts in Your Team

**Leadership Insight Videos:**
- ‘Seek Feedback’, Mike Roberto, Professor, Bryant University
- ‘Generation Gaps’, Sharon Jordan-Evans, CEO, Jordan-Evans Group
- ‘On The Line’, June Delano, Partner, ClearLake Group

**Articles and Cases:**
- HMU: Anne Field. ‘Diagnosing and Fixing Dysfunctional Teams.’ Mar 2009
- HMU: Jim Kling. ‘Tension in Teams.’ Jan 2009

**Self-Assessments**
Share An Idea

### Learn and Develop through Formal Courses 10%

**Café Workshop Kit (1 hour):**
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- Understanding How Teams Get Derailed
- Fostering Team Identity
- Helping Your Team Make Decisions
- Promoting Better Team Communication
- Resolving Team Conflicts
- Encouraging Team Participation
- Fostering Creativity in Your Team
- Helping Your Team Avoid ‘Groupthink’
- Improving a Team Leader’s Skills

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

Pre and Post Assessment
Impact Surveys
Share an Idea
# Topic
## Time Management

### TOPIC OVERVIEW
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.

Mentor: David Stauffer

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# Virtual Teams

## TOPIC OVERVIEW
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.

Mentors: Jessica Lipnack and Jeffrey Stamps

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<tr>
<td>library</td>
<td></td>
<td><strong>Learn Concepts:</strong></td>
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<tr>
<td>- Steps for maintaining version</td>
<td></td>
<td>- Working with a Virtual Team</td>
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<tr>
<td>control of documents</td>
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<td>- Establishing a Foundation for</td>
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<tr>
<td>- Tips for writing an email message</td>
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<td>Success</td>
<td></td>
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<tr>
<td>- Tips for leaving voice mail</td>
<td></td>
<td>- Fostering Team Identity and</td>
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<tr>
<td>- Tips for making conference calls</td>
<td></td>
<td>Collaboration</td>
<td></td>
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<tr>
<td>- Tips for sending faxes</td>
<td></td>
<td>- Aligning Team Members through</td>
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<tr>
<td>- Tips for establishing a project</td>
<td></td>
<td>Communication</td>
<td></td>
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<tr>
<td>website</td>
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<td>- Coaching a Virtual Team</td>
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<td>- Tips for deciding which</td>
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<td>- Making Technology Decisions</td>
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<tr>
<td>communication to use</td>
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<td>- Using Technology for Live</td>
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<tr>
<td><strong>Full Topic Features:</strong></td>
<td></td>
<td>Meetings</td>
<td></td>
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<td></td>
<td></td>
<td><strong>Pre and Post Assessment</strong></td>
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<td><strong>Impact Surveys</strong></td>
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<td></td>
<td></td>
<td><strong>Share an Idea</strong></td>
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</tr>
</tbody>
</table>
Topic
Writing Skills

**TOPIC OVERVIEW**
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.
Mentor: Deborah Dumaine

<table>
<thead>
<tr>
<th>Learn and Develop through Experience</th>
<th>Learn and Develop through Others</th>
<th>Learn and Develop through Formal Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>70%</strong></td>
<td><strong>20%</strong></td>
<td><strong>10%</strong></td>
</tr>
</tbody>
</table>

**Action Learning Projects:**
- Peer-to-Peer Editing
- Collaborative Team Writing

**Task Paths** (15 minutes):
- Create an outline
- Draft an e-mail
- Edit for content
- Edit for style
- Organize your material

**Tools, Steps and Tips:**
- Focus sheet™
- Document organizing guide
- Designing for visual impact reference guide
- Be your own editor checklist
- 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

**Quick Path** (20 minutes)
Search Engine, Index, Inside Share An Idea

**Discussion Guides:**
- Taking a ‘Reader-Centered’ Approach
- Writing Effective E-Mail

**Leadership Insight Videos:**
- ‘High Impact E-Mail’, Deborah Dumaine, President, Better Communications
- ‘Writing for Strategic Advantage’, Deborah Dumaine, President, Better Communications
- ‘Customer Service Via E-Mail’, Deborah Dumaine, President, Better Communications

**Articles and Cases:**
- HMCL: Holly Weeks. ‘The Best Memo You’ll Ever Write.’ Apr 2005
- HMU: John Clayton. ‘Five Quick Ways to Trim—and Improve—Business Writing.’ Sep 2008

**Self-Assessments**
Share An Idea

**Café Workshop Kit** (1 hour):
- Overview
- Announcement
- Presentation
- Handouts

**Learn Concepts:**
- Understanding the Basics
- Getting Started
- Organizing Your Material
- Writing the First Draft
- Structuring Paragraphs
- Editing for Content
- Editing for Style
- Drafting E-mail

**Full Topic Features:**
- Learn
- Practice
- Apply
- Explore Further

**Pre and Post Assessment**
Impact Surveys
Share an Idea

Harvard ManageMentor®
70:20:10 Implementation Ideas

This table outlines just some of the simple 70:20:10 based development solutions you can create and deliver using Harvard ManageMentor® content and features.

<table>
<thead>
<tr>
<th>70:20:10</th>
<th>Feature</th>
<th>Implementation Idea</th>
<th>Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>70:10</td>
<td>Action Learning Project</td>
<td>Add an action learning project to a current formal program.</td>
<td>Promotes learning transfer and application.</td>
</tr>
<tr>
<td>70</td>
<td>Action Learning Project</td>
<td>Integrate an action learning project within a current organisational initiative or project.</td>
<td>Supports Organisational Change. Engages Top Talent.</td>
</tr>
<tr>
<td>20</td>
<td>Apply (Tools) and Shortcuts</td>
<td>Attach relevant Tools and links to Quick or Task Paths as part of organisational process communications.</td>
<td>Supports workplace performance. Drives consistency, efficiency and effectiveness of core organisational processes.</td>
</tr>
<tr>
<td>20:10</td>
<td>Discussion Guide</td>
<td>Facilitate a discussion following a formal program.</td>
<td>Promotes learning transfer and workplace application. Allows peer groups to share ideas, experiences and challenges.</td>
</tr>
<tr>
<td></td>
<td>Various</td>
<td>Facilitate a case based discussion, or host a discussion/debrief using an article or self-assessment.</td>
<td>Ensures responsiveness to organisational need. Ensures a shared understanding and commitment to situation and next steps.</td>
</tr>
<tr>
<td>10</td>
<td>Apply (Tools)</td>
<td>Add tools to formal programs.</td>
<td>Establishes Harvard ManageMentor® as a workplace toolkit for users (promote ‘just-in-time’ or ‘pull’ use of the resource).</td>
</tr>
<tr>
<td></td>
<td>Various</td>
<td>Assign a review of specific content as a pre-requisite for attendance at a program.</td>
<td>Builds context and relevance for the development activity. Supports a transition to blended approaches. Reduces lost time from the workplace.</td>
</tr>
<tr>
<td></td>
<td>Various</td>
<td>Map Harvard ManageMentor® topics, content and features to organisational capabilities or competencies.</td>
<td>Enables development planning and promotes self-directed (pull) learning and just-in-time performance support.</td>
</tr>
<tr>
<td>70:20:10</td>
<td>Various</td>
<td>Provide a quick 70:20:10 solution by customising a café workshop, an action learning project and a discussion, as a complete package.</td>
<td>Ensures responsiveness to organisational need. Minimises lost time for participants away from the workplace. Enables workplace learning.</td>
</tr>
</tbody>
</table>
Creating Blended Solutions
Using Harvard ManageMentor®

Harvard ManageMentor® content can be leveraged before, during and after any formal development activity to deliver effective learning solutions and enable knowledge transfer.

Providing your users with the right content at the right time and via the right medium is the key to an effective blended solution. As part of your solution, ensure users recognise and harness Harvard ManageMentor® not only as a learning platform, but as a performance support toolkit and as a resource for developing others on-the-job.

THE BLENDED PROCESS

<table>
<thead>
<tr>
<th>1. CONTEXT BUILDING</th>
<th>2. INTERACTIVE SESSION(S)</th>
<th>3. LEARNING TRANSFER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific pre-requisite activities completed in the lead up to the interactive session(s) eg. reading specific concepts from the learn section, completing a self-assessment and/or a scenario. Tasks should be specific, measurable and achievable and support the overall blend.</td>
<td>Facilitated group or 1:1 interactive session(s) where participants deepen their understanding of key concepts in the context of the organisation’s policy, process and standards. Include specific content such as activities, insight videos, and practice in use of the tools etc.</td>
<td>Transfer of learning through action learning projects, practical on-the-job application and learning from others. Consider the use of discussions, articles and cases as well as self-evaluation to support alumni and ongoing networking activities.</td>
</tr>
</tbody>
</table>

EXAMPLE BLENDED MODULE: Understanding Your Role (using the ‘New Manager Transitions’ Topic)

Harvard ManageMentor® content can be integrated within 70:20:10 based blended development programs. In this example, the New Manager Transitions topic has been blended into the first module of a leadership development program. The ‘blend’ involves people managers and provides a structure to support workplace learning and a culture of developing others and self-directed learning.

<table>
<thead>
<tr>
<th>ROLE</th>
<th>CONTEXT BUILDING</th>
<th>INTERACTIVE SESSION</th>
<th>LEARNING TRANSFER (ACTION LEARNING)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRAINER OR FACILITATOR</td>
<td>Module Intro Webinar (Overview and Expectations) for: Sponsor, Participants and Managers</td>
<td>Facilitate Interactive Session (Half Day): HMM Café HBR Case ‘Becoming the Boss’ Checklist for newmanagers</td>
<td>Send 1st Impact Survey</td>
</tr>
<tr>
<td>SPONSOR PARTICIPANT</td>
<td>Pre-Assessment to identify individual development needs Best Manager-Worst Manager Worksheet Review HBR Case ‘Becoming the Boss’</td>
<td>Participate in Interactive Session Emotional Intelligence Self-Assessment</td>
<td>Action Learning Project ‘Strengthen Your Emotional Intelligence Complete 1st Impact Survey’</td>
</tr>
<tr>
<td>MANAGER</td>
<td>Review HBR Case ‘Helping New Managers Succeed’ Pre-brief with participant</td>
<td>Interactive Session Debrief Action Planning</td>
<td></td>
</tr>
</tbody>
</table>
# Universal Competency Map

Use the Competencies and related Behaviours below to guide you to Harvard ManageMentor® topics relevant to your specific learning and performance need/s.

<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>BEHAVIOURS</th>
<th>HARVARD MANAGEMENTOR® TOPIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHANGE</td>
<td>Champions new initiatives and change programs</td>
<td>Change Management</td>
</tr>
<tr>
<td></td>
<td>Continuously seeks to improve processes</td>
<td>Process Improvement</td>
</tr>
<tr>
<td></td>
<td>Demonstrates change resilience</td>
<td>Change Management</td>
</tr>
<tr>
<td></td>
<td>Empowers change agents</td>
<td>Leading and Motivating</td>
</tr>
<tr>
<td></td>
<td>Secures short-term wins</td>
<td>Team Management</td>
</tr>
<tr>
<td></td>
<td>Supports and communicates change initiatives</td>
<td>Change Management</td>
</tr>
<tr>
<td></td>
<td>Understands and embraces change</td>
<td>Change Management</td>
</tr>
<tr>
<td></td>
<td>Applies questioning and listening skills</td>
<td>Coaching</td>
</tr>
<tr>
<td></td>
<td>Communicates to obtain productive and actionable outcomes</td>
<td>Presentation Skills</td>
</tr>
<tr>
<td></td>
<td>Expresses clear and concise verbal messages</td>
<td>Presentation Skills</td>
</tr>
<tr>
<td></td>
<td>Manages disagreements effectively</td>
<td>Difficult Interactions</td>
</tr>
<tr>
<td></td>
<td>Negotiates win-win solutions</td>
<td>Negotiating</td>
</tr>
<tr>
<td></td>
<td>Presents effectively</td>
<td>Presentation Skills</td>
</tr>
<tr>
<td></td>
<td>Runs efficient and effective meetings</td>
<td>Meeting Management</td>
</tr>
<tr>
<td></td>
<td>Actively seeks to develop new processes, products, and services</td>
<td>Process Improvement</td>
</tr>
<tr>
<td></td>
<td>Challenges the ‘status quo’</td>
<td>Strategic Thinking</td>
</tr>
<tr>
<td></td>
<td>Encourages direct reports/co-workers to think outside the box</td>
<td>Coaching</td>
</tr>
<tr>
<td></td>
<td>Objectively evaluates new opportunities</td>
<td>Decision Making</td>
</tr>
<tr>
<td></td>
<td>Seeks and promotes creative solutions to business problems</td>
<td>Customer Focus</td>
</tr>
<tr>
<td></td>
<td>Strives to keep the organization on a competitive edge</td>
<td>Strategy Execution</td>
</tr>
</tbody>
</table>

50
<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>BEHAVIOURS</th>
<th>HARVARD MANAGEMENTOR® TOPIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUSTOMER FOCUS</td>
<td>Anticipates customer needs</td>
<td>Customer Focus</td>
</tr>
<tr>
<td></td>
<td>Improves business process to better serve customers</td>
<td>Process Improvement</td>
</tr>
<tr>
<td></td>
<td>Maintains a high level of customer service and responsiveness</td>
<td>Customer Focus</td>
</tr>
<tr>
<td></td>
<td>Practices the principles of customer recovery</td>
<td>Innovation Implementation</td>
</tr>
<tr>
<td></td>
<td>Understands customer’s business</td>
<td>Customer Focus</td>
</tr>
<tr>
<td>LEADERSHIP</td>
<td>Achieves consistent business results</td>
<td>Goal Setting</td>
</tr>
<tr>
<td></td>
<td>Communicates a compelling vision</td>
<td>Strategy Execution</td>
</tr>
<tr>
<td></td>
<td>Demonstrates emotional intelligence</td>
<td>New Manager Transitions</td>
</tr>
<tr>
<td></td>
<td>Effectively champions new initiatives</td>
<td>Process Improvement</td>
</tr>
<tr>
<td></td>
<td>Makes tough decisions</td>
<td>Crisis Management</td>
</tr>
<tr>
<td></td>
<td>Sets motivating goals</td>
<td>Dismissing an Employee</td>
</tr>
<tr>
<td></td>
<td>Uses power and influence to get results</td>
<td>New Manager Transitions</td>
</tr>
<tr>
<td>MANAGING PEOPLE</td>
<td>Assesses and manages performance</td>
<td>Performance Appraisal</td>
</tr>
<tr>
<td></td>
<td>Effectively delegates responsibilities</td>
<td>Delegating</td>
</tr>
<tr>
<td></td>
<td>Empowers others to reach goals</td>
<td>Leading and Motivating</td>
</tr>
<tr>
<td></td>
<td>Hires and retains talented employees</td>
<td>Strategy Execution</td>
</tr>
<tr>
<td></td>
<td>Professionally dismisses when necessary</td>
<td>Developing Employees</td>
</tr>
<tr>
<td></td>
<td>Successfully coaches individuals and teams</td>
<td>Coaching</td>
</tr>
<tr>
<td></td>
<td>Understands how to manage problem employees</td>
<td>Difficult Interactions</td>
</tr>
<tr>
<td>PERSONAL INTEGRITY</td>
<td>Builds trust through personal example</td>
<td>Developing Employees</td>
</tr>
<tr>
<td></td>
<td>Demonstrates business ethics and business morals</td>
<td>New Manager Transitions</td>
</tr>
<tr>
<td>MANAGING RESULTS</td>
<td>Makes sound decisions and solves problems</td>
<td>Decision Making</td>
</tr>
<tr>
<td>BUSINESS ACUMEN</td>
<td>Manages finances and budgets</td>
<td>Finance Essentials</td>
</tr>
<tr>
<td></td>
<td>Manages projects effectively</td>
<td>Project Management</td>
</tr>
<tr>
<td></td>
<td>Manages time and priorities</td>
<td>Performance Measurement</td>
</tr>
<tr>
<td></td>
<td>Understands sales and marketing fundamentals</td>
<td>Marketing Essentials</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customer Focus</td>
</tr>
<tr>
<td>COMPETENCY</td>
<td>BEHAVIOURS</td>
<td>HARVARD MANAGEMENTOR® TOPIC</td>
</tr>
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<td>------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td><strong>SELF-DEVELOPMENT</strong></td>
<td>Develops career tracks</td>
<td>Career Management</td>
</tr>
<tr>
<td></td>
<td>Develops personal growth plans</td>
<td>Career Management</td>
</tr>
<tr>
<td></td>
<td>Demonstrates self-awareness</td>
<td>New Manager Transitions</td>
</tr>
<tr>
<td><strong>STRATEGY</strong></td>
<td>Aligns organizational activities and teams with strategy</td>
<td>Innovation Implementation</td>
</tr>
<tr>
<td></td>
<td>Anticipates future trends</td>
<td>Strategic Implementation</td>
</tr>
<tr>
<td></td>
<td>Clarifies vision and mission</td>
<td>Crisis Management</td>
</tr>
<tr>
<td></td>
<td>Provides clear strategic direction</td>
<td>Leading and Motivating</td>
</tr>
<tr>
<td></td>
<td>Takes calculated risks</td>
<td>Marketing Essentials</td>
</tr>
<tr>
<td></td>
<td>Understands how to craft a strategy</td>
<td>Virtual Teams</td>
</tr>
<tr>
<td><strong>GLOBAL BUSINESS</strong></td>
<td>Conducts business effectively across borders</td>
<td>Business Case Development</td>
</tr>
<tr>
<td></td>
<td>Ethics at Work</td>
<td>Business Plan Development</td>
</tr>
<tr>
<td></td>
<td>Global Collaboration</td>
<td>Marketing Essentials</td>
</tr>
<tr>
<td><strong>TEAMWORK</strong></td>
<td>Sets and monitors team goals</td>
<td>Team Management</td>
</tr>
<tr>
<td></td>
<td>Empowers teams to work effectively</td>
<td>Project Management</td>
</tr>
<tr>
<td></td>
<td>Successfully leads cross-functional teams</td>
<td>Developing Employees</td>
</tr>
<tr>
<td></td>
<td>Fosters collaboration</td>
<td>Leading and Motivating</td>
</tr>
<tr>
<td></td>
<td>Builds trust and commitment</td>
<td>New Manager Transitions</td>
</tr>
<tr>
<td></td>
<td>Resolves differences amongst team members</td>
<td>Developing Employees</td>
</tr>
<tr>
<td></td>
<td>Rewards team for accomplishments</td>
<td>Leading and Motivating</td>
</tr>
<tr>
<td></td>
<td>Shares information with team members</td>
<td>Team Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Difficult Interactions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Change Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategy Execution</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feedback Essentials</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Process Improvement</td>
</tr>
</tbody>
</table>
Alignment of Harvard ManageMentor® with the 70:20:10 Framework

Harvard ManageMentor® enables your 70:20:10 based learning strategy with customisable content to drive consistency and efficiency across the organisation. Beyond the learning, Harvard ManageMentor® drives organisational performance through practical on-the-job support for your people, where and when they need it most.

Bringing it together

The challenge for many L&OD professionals is to identify how to develop, implement and resource their 70:20:10 strategy.

Key considerations are:

- Determining priorities for supporting the organisation
- Identifying quick wins and opportunities to test the approach
- Scoping and meeting change management requirements.

A Harvard ManageMentor® based solution is flexible and scalable. Quick win opportunities can be used with immediate impact and minimal resourcing effort. In the longer term Harvard ManageMentor® will support deeper integration of the 70:20:10 framework within organisational learning strategy and culture. Harvard ManageMentor® can quickly and easily be contextualised and integrated within your processes, policies and frameworks to build the capabilities of your people and drive organisational performance.

Please contact Blended to order copies of this Content Map or to reprint for your organisation.
About Blended

Blended delivers world class organisational learning solutions that build leadership capability and drive organisational performance. We partner with our clients to implement 70:20:10 framework solutions supported by Harvard Business Publishing’s resources to improve engagement, productivity, efficiency and performance.

Blended is proud to be recognised by Harvard Business Publishing as their leading global distributor.

About Harvard Business Publishing

Harvard Business Publishing was founded in 1994 as a not-for-profit, wholly owned subsidiary of Harvard University. Its mission is to improve the practice of management and its impact in a changing world. Harvard Business Publishing has approximately 300 employees, primarily based in Boston, with offices in New York City, India and the United Kingdom.

The company is comprised of three market groups: Higher Education, Corporate Learning and Harvard Business Review Group. Through these publishing platforms, Harvard Business Publishing is able to influence real-world change by maximising the reach and impact of its essential offering — ideas.