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

CONTENT OVERVIEW

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

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

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

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

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

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

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

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

HBS 401

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>=" O Budgeting</p> <p>Build better, more accurate budgets in less time. Learn how to create a budget that functions as a critical strategic tool as you explore the advantages and disadvantages of new techniques and approaches. Includes easy-to-use budget templates for fast implementation of concepts.</p>	<p>Budgeting Overview</p> <p>Types of Budgets</p> <p>Approaches to Budgeting</p> <p>How to Categorize Expenses</p> <p>Preparing an Operating Budget—Goals and Assumptions</p> <p>Preparing an Operating Budget—Forecasting Sales and Revenues</p> <p>Preparing an Operating Budget—Cost of Goods Sold, SG&A, and Operating Income</p> <p>Capital Budgets</p> <p>Capital Budgeting</p> <p>Capital budgeting techniques</p> <p>Sensitivity Analysis</p> <p>Variance in Budgeting</p> <p>Linking the Budget to the Balanced Scorecard</p>	<p>“Budget Stress”, V.G. Narayanan, Professor, Harvard Business School</p> <p>“Budget Impacts”, V.G. Narayanan, Professor, Harvard Business School</p> <p>“Realistic Budgets”, Jean Capizzi, Senior Management Analyst, City of Boston</p>	<p>Discussion Options:</p> <p>Preparing Accurate Sales Forecasts</p> <p>Estimating Costs</p>	<p>Steps for preparing an operating budget</p> <p>Steps for preparing a cash budget</p> <p>Tips for negotiating your team's budget</p> <p>Tips for setting assumptions</p> <p>Annual budgeting and tracking worksheet</p> <p>Budget preparation checklist</p> <p>Cash budget worksheet</p>	<p>BSR: Bjarte Bogsnes. “Dynamic Forecasting: A Planning Innovation for Fast-Changing Times.” Sept 2009</p> <p>BSR: David P. Norton; Philip W. Peck. “Linking Operations to Strategy and Budgeting.” Sep 2006</p>

Legend for Articles Included: BSR: *Balanced Scorecard Report*; HBR: *Harvard Business Review*; HMCL: *Harvard Management Communication Letter*;

Page 2 of 45

HBS 402 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Business Case Development</p> <p>Easy-to-follow steps to creating a soundly reasoned and compelling case for your new business initiatives. Addresses topics ranging from identifying business opportunities to measuring their success. Includes recommendations for assessing risk, weighing costs, developing an implementation plan, and communicating recommendations in a convincing manner.</p>	<p>Business Case Basics</p> <p>Defining the Opportunity</p> <p>Identifying Alternatives</p> <p>Gathering Data and Estimating a Time Frame</p> <p>Analyzing Your Data</p> <p>Sample Case Analysis</p> <p>Choosing a Solution and Assessing Risks</p> <p>Creating a High-Level Implementation Plan</p> <p>Communicating Your Case</p>	<p>“The Essence of Entrepreneurship”, Lynda Applegate, Professor & Unit Head, Entrepreneurial Management</p> <p>“Test Your Assumptions”, Lynda Applegate, Professor & Unit Head, Entrepreneurial Management</p> <p>“Making Your Ideas Credible”, Prashant Pundrik, Supply Chain Associate, ConocoPhillips Asia Ventures Pte Ltd</p>	<p>Discussion Options:</p> <p>Generating Alternatives</p> <p>Assessing and Mitigating Risks</p>	<p>Steps for building support for your business case</p> <p>Steps for analyzing alternatives</p> <p>Steps for choosing a final recommendation</p> <p>Tips for gathering data</p> <p>Tips for creating an implementation plan</p> <p>Tips for writing your business case</p> <p>Sample business case</p> <p>Worksheet for calculating the cost of replacing a specific employee</p> <p>Worksheet for identifying alternatives</p> <p>Worksheet for tracking project implementation</p> <p>Checklist for creating a business case</p> <p>Business case template</p>	<p>HMCL: John Clayton. “Writing an Executive Summary That Means Business.” Aug 2003</p> <p>HMCL: Janice Obuchowski. “A Winning Proposition.” Jul 1, 2005</p>

HBS 403 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Business Plan Development</p> <p>Takes you step by step through the process of preparing an effective plan for a business proposal. The steps you will learn are applicable to launching a new internal product as well as seeking funding for a new start-up business.</p>	<p>The Business Plan Overview</p> <p>Shaping the Process</p> <p>The Structure of the Business Plan</p> <p>Opening Sections</p> <p>The Executive Summary</p> <p>The Business Description</p> <p>The Business Environment Analysis</p> <p>Industry Background</p> <p>The Marketing Plan</p> <p>The Operations Plan</p> <p>The Management Summary</p> <p>The Financial Plan</p> <p>Attachments and Milestones</p>	<p>“Emerging Markets”, Kate Sweetman, President, Sweetman Consulting</p> <p>“Crossing the River”, Lynda Applegate, Professor & Unit Head, Entrepreneurial Management</p> <p>“Planning For Success”, Prashant Pundrik, Supply Chain Associate, ConocoPhillips Asia Ventures Pte Ltd</p> <p>“Adapt to the Market”, Scott Anthony, Managing Director, Innosight Ventures</p>	<p>Discussion Options:</p> <p>Describing Your Business Concept</p> <p>Identifying Operational Success Factors</p>	<p>Steps for determining your information needs</p> <p>Steps for developing the marketing plan</p> <p>Tips for developing the business description</p> <p>Tips for doing the research</p> <p>Tips for developing the marketing plan</p> <p>Tips for preparing a financial plan</p> <p>Tips for developing a milestones plan</p> <p>Pro forma financial package</p> <p>Sample business plan</p>	<p>HMCL: Nick Wreden. “How to Make Your Case in 30 Seconds or Less.” Jan 2002</p> <p>HBR OnPoint EE: Stanley R. Rich and David E. Gumpert. “How to Write a Winning Business Plan.” Jan 2001</p> <p>HBR Case: John W. Mullins. “Good Money After Bad?” Mar 2007</p>

CONTENT BY TOPIC

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<p>Career Management</p> <p>Develop a straightforward approach to managing your career or helping others manage theirs. Includes tools for matching your interests, values, and skills to the right job or development opportunity, with valuable advice on resources such as career counselors, mentors, networking, informational interviewing, and professional development reviews.</p>	<p>What Is Career Development?</p> <p>Taking Charge of Your Career</p> <p>Knowing Yourself</p> <p>Clarify Your Work Values</p> <p>Assess Your Skills</p> <p>Finding Development Opportunities at Your Company</p> <p>Helping Others Manage Their Careers</p> <p>Frequently Asked Questions</p>	<p>"Seek Challenges", Esther Alegria, Vice President, Manufacturing & GM, Biogen Idec Inc.</p> <p>"A Great Job Fit", Beverly Kaye, CEO, Career Systems International</p> <p>"Career Impasse", Tim Butler, Senior Fellow, Harvard Business School</p>	<p>Discussion Options:</p> <p>Discovering the Work You Love</p> <p>Supporting Employees' Career Development</p>	<p>Steps for clarifying your work reward values</p> <p>Steps for defining your career target</p> <p>Steps for defining and obtaining new skills</p> <p>Steps for preparing for an informational interview</p> <p>Steps for sculpting your job</p> <p>Tips for choosing the right developmental opportunities</p> <p>Tips for choosing a career counselor</p> <p>Tips for choosing mentors</p> <p>Tips for networking</p> <p>Tips for informational interviewing</p> <p>Tips for getting the skills you need</p> <p>Tips for staying on course</p> <p>Tips for talking with your supervisor about change</p> <p>Tips for conducting a professional development review</p> <p>Discovery log</p> <p>Skills assessment</p> <p>Informational interviewing worksheet</p> <p>Rewards worksheet</p> <p>Career self-assessment worksheet</p>	<p>HBR OnPoint EE: Peter F. Drucker. "Managing Oneself." Jan 2005</p> <p>HBR: Robert Steven Kaplan. "Reaching Your Potential." Jul 2008</p> <p>HBR Case: David Silverman, Gini Graham, Brad Gilbreath, and Lauren Sontag. "Surviving the Boss from Hell." Sept 2009</p>

HBS 405

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Change Management</p> <p>A practical guide to implementing, managing, and communicating change in your organization. Learn how to approach change with an open mind and use it as a stimulus to encourage new ideas and harness enthusiasm for further progress. Includes steps to help your unit or organization become change-ready and planning tools to address resistance to change efforts.</p> <p>: L</p>	<p>The Dimensions of Change</p> <p>Being Ready for Change</p> <p>Change Management</p> <p>Implementing Change</p> <p>Communicating Change</p> <p>Understanding Reactions to Change</p> <p>Taking Care of Yourself During Change</p>	<p>“Live the Vision”, Neil Gaydon, CEO, Pace Plc.</p> <p>“Setting the Stage for Change”, Amy Edmondson, Professor, Harvard Business School</p> <p>“The Challenge of Change”, Amy Edmondson, Professor, Harvard Business School</p> <p>“Fear of Reinvention”, Scott Anthony, Managing Director, Innosight Ventures</p>	<p>Discussion Options:</p> <p>Addressing Reactions to Change</p> <p>Communicating a Shared Vision</p>	<p>Steps for assessing your reactions to change</p> <p>Steps for addressing resistance to change</p> <p>Steps for creating an effective implementation plan</p> <p>Tips for avoiding common change mistakes</p> <p>Tips for creating a guiding vision</p> <p>Tips for empowering employees to change</p> <p>Tips for making near-term wins effective</p> <p>Self-assessment for managers of change</p> <p>Worksheet for communicating change</p> <p>Worksheet for addressing resistance to change</p> <p>Worksheet for overcoming obstacles to change</p>	<p>HBR: John P. Kotter and Leonard A. Schlesinger. “Choosing Strategies for Change.” Jul 2008</p> <p>HBR: Jeffrey D. Ford and Laurie W. Ford. “Decoding Resistance to Change.” Apr 2009</p> <p>HBR Case: Eileen Roche, Bruce Chizen, and Debra Benton. “Overpromoted and Over His Head.” Jan 2010</p>

HBS 406

CONTENT BY TOPIC

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

HBS 407 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Crisis Management</p> <p>Every crisis is an opportunity to shine for managers who know what to do. Here's how to chart a course through crisis situations, from crisis plan development and contingency thinking to post-crisis management. Relevant for managers at all levels.</p>	<p>What Is a Crisis?</p> <p>Avoiding the Crisis</p> <p>Preparing to Manage the Crisis</p> <p>Recognizing the Crisis</p> <p>Containing the Crisis</p> <p>Resolving the Crisis</p> <p>Learning from the Crisis</p> <p>Managing Yourself During the Crisis</p> <p>Frequently Asked Questions</p>	<p>"Averting a Healthcare Crisis", Thierry Bernard, Senior Vice President, BioMerieux</p> <p>"Trust Your Judgment", Jorge Domínguez, Vice Provost, International Affairs, Harvard University</p> <p>"Create a Sense of Urgency", Ray Carvey, Executive Vice President, COO, & CFO, Harvard Business Publishing</p> <p>"Stay Up to Date", Colleen O'Keefe, Senior Vice President, Collaboration Solutions & Global Services, Novell</p>	<p>Discussion Options:</p> <p>Avoiding the Worst That Could Happen</p> <p>Learning from a Crisis We Experienced</p>	<p>Steps for conducting a crisis audit</p> <p>Steps for creating a crisis plan</p> <p>Tips for avoiding crises</p> <p>Tips for avoiding a project crisis</p> <p>Tips for communicating during a crisis</p> <p>Tips for handling a crisis</p> <p>The 10 worst things that could happen list</p> <p>Checklist of 30 warning signs of potential trouble</p> <p>Emergency contact list</p> <p>Pre-crisis resource planning worksheet</p> <p>Scenario impact assessment</p> <p>Worksheet for capturing learning from the crisis</p>	<p>HBR: Ronald Heifetz, Alexander Grashow, and Marty Linsky. "Leadership in a (Permanent) Crisis." Jul 2009</p> <p>HBR: Alice M. Tybout and Michelle Roehm. "Let the Response Fit the Scandal." Dec 2009</p> <p>HBR Case: Eric J. McNulty, James J. Dunne III, Leonard J. Marcus. "The CEO Can't Afford to Panic." Mar 2010</p>

HBS 408

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Customer Focus</p> <p>A vital orientation tool with value for every employee. Covers the critical components of servicing internal or external customers, with a compelling overview of the importance of customer service, its relationship to customer satisfaction, and its link to company profitability.</p>	<p>Facts about Customers and Loyalty</p> <p>Targeting the Right Customers</p> <p>How Loyalty Affects Profitability</p> <p>Building Employee Capability</p> <p>Knowing the Customer</p> <p>Delivering Value</p>	<p>“A Drop of Water”, Neil Gaydon, CEO, Pace Plc.</p> <p>“A Wedge of Lime”, Rohit Deshpandé, Professor, Harvard Business School</p> <p>“Word of Mouth”, Larry Kramer, Former President, CBS Digital Media</p> <p>“Change the Product, Not the Customer”, Rohit Deshpandé, Professor, Harvard Business School</p> <p>“The Ritz”, Paul Hemp, Contributing Editor, Harvard Business Review Group</p>	<p>Discussion Options:</p> <p>Building Customer Loyalty</p> <p>Getting to Know Your Customer</p>	<p>Steps for calculating the lifetime value of a customer</p> <p>Steps for developing listening posts</p> <p>Steps for improving listening posts</p> <p>Steps for mapping out a service process</p> <p>Steps for achieving excellent service recovery</p> <p>Steps for creating a customer-focused design process</p> <p>Tips for selecting the right people</p> <p>Tips for providing tools and support</p> <p>Tips for granting latitude within limits</p> <p>Tips for rewarding performance</p> <p>Worksheet for calculating the lifetime value of a customer</p> <p>Customer Value Equation worksheet</p> <p>Worksheet for calculating employee turnover</p> <p>Worksheet for calculating the cost of replacing a specific employee</p> <p>Customer feedback chart</p> <p>Worksheet for developing satisfaction goals for customers</p> <p>Improving a work process worksheet</p> <p>Service quality assessment</p>	<p>HBR: Rob Markey, Fred Reichheld, and Andreas Dullweber. “Closing the Customer Feedback Loop.” Dec 2009</p> <p>HMU: Anne Field. “Leadership That Focuses on the Customer— Really.” Jul 2007</p> <p>HBR Case: Paul F. Nunes, Woodruff W. Driggs, David Herman, Jeffrey F. Rayport, Stephen Dull, and Joe Scafido. “What Serves the Customer Best?” Oct 2006</p>

HBS 409 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Decision Making</p> <p>How to make effective business decisions into a process that requires time and input from many individuals throughout an organization. Learn to identify underlying issues related to a decision, generate multiple alternatives, evaluate those alternatives, and communicate and implement the decision. Includes tools and techniques for diagnosing and defining problems, identifying root causes, generating options, and weighing alternatives.</p>	<p>Decision-Making Overview</p> <p>Setting the Stage</p> <p>Recognizing Obstacles</p> <p>Framing the Issue</p> <p>Generating Alternatives</p> <p>Evaluating Alternatives</p> <p>Making the Decision</p> <p>Communicating the Decision</p> <p>Implementing the Decision</p> <p>Assessing the Decision-Making</p> <p>Ethics and Decision Making</p>	<p>“Faulty Analogies”, Mike Roberto, Professor, Bryant University</p> <p>“Intuition”, Mike Roberto, Professor, Bryant University</p> <p>“Don't Go It Alone”, Colleen O'Keefe, Senior Vice-President, Collaborative Solutions & Services, Novell</p>	<p>Discussion Options:</p> <p>Generating and Evaluating Alternatives</p> <p>Moving Toward Closure</p>	<p>Steps for identifying decision-making objectives</p> <p>Steps for creating a prioritization matrix</p> <p>Steps for using the point-counterpoint technique</p> <p>Steps for using the intellectual watchdog technique</p> <p>Tips for defining problems</p> <p>Tips for conducting a productive brainstorming session</p> <p>Tips for generating alternatives</p> <p>Tips for keeping your group on track</p> <p>Tips for promoting fair process</p> <p>Worksheet for setting the stage</p> <p>Brainstorming planning worksheet</p> <p>Worksheet for evaluating alternatives</p> <p>Communications notification form</p> <p>Worksheet for assessing the decision-making process</p>	<p>HBR: David J. Snowden and Mary E. Boone. “Leader's Framework for Decision Making.” Nov 2007</p> <p>HBR: Andrew Campbell, Jo Whitehead, and Sydney Finkelstein. “Why Good Leaders Make Bad Decisions.” Feb 2009</p> <p>HBR Case: David A. Garvin, Christopher J. McCormick, Hauke Moje, Ralph Biggadike, and Paul Domorski. “All the Wrong Moves.” Jun 2006</p>

HBS 410 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Delegating</p> <p>Proven tools for assessing any assignment, matching employee skills to tasks, selecting the right person, and supporting the delegation all the way through completion. Includes strategies for communicating the assignment, monitoring progress, and dealing with “reverse delegation.”</p>	<p>What Is Delegating?</p> <p>Guidelines for Effective Delegating</p> <p>Approaches to Delegation</p> <p>Preparing to Delegate</p> <p>Making the Assignment</p> <p>Monitoring a Delegation</p> <p>Handling Obstacles After the Assignment Is Complete</p> <p>Frequently Asked Questions</p>	<p>“Make Yourself Replaceable”, Esther Alegria, Vice President, Manufacturing & GM, Biogen Idec Inc.</p> <p>“Creating a Win-Win”, Vineet Kapoor, Director, Strategic Initiatives, Synthes Asia Pacific</p> <p>“Freedom to Act”, Srikant Datar, Senior Associate Dean, Harvard Business School</p>	<p>Discussion Options:</p> <p>Overcoming Obstacles to Delegating</p> <p>Managing Delegated Work Successfully</p>	<p>Steps for delegating to the right person</p> <p>Steps for communicating the assignment</p> <p>Tips for delegating effectively</p> <p>Tips for choosing what to delegate</p> <p>Delegation skills checklist</p> <p>Worksheet for preparing to delegate</p> <p>Delegation assignment tracking form</p> <p>Task delegation analysis worksheet</p>	<p>HMU: Marshall Goldsmith. “How Can I Become Better at Delegating?” Dec 2007</p> <p>HMU: Lauren Keller Johnson. “Are You Delegating So It Sticks?” Sep 2007</p> <p>HBR Case: Sarah Green, Michael Schrage, Carol A. Walker, and Paul Muller. “Is the Rookie Ready?” Dec 2009</p>

HBS 411

CONTENT BY TOPIC

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

HBS 412 CONTENT BY TOPIC

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

HBS 413

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Dismissing an Employee</p> <p>Terminating an employee for performance-based reasons may be a sudden event, or the dismissal may be the result of a longer, unsuccessful performance management process. In either case, it can be an uncomfortable encounter for both supervisor and employee. This module presents valuable advice on effectively managing the process.</p>	<p>A Difficult Moment</p> <p>The legal implications of dismissals</p> <p>How effectively do dismissals solve the problem?</p> <p>Taking Care of Yourself During a Dismissal</p> <p>Understanding the Grounds for a Dismissal</p> <p>Considering Alternatives</p> <p>Handling a Dismissal Professionally</p> <p>Handling the Details After a Dismissal</p> <p>Leading Your Team After a Dismissal</p> <p>Learning from a Dismissal</p> <p>Key Terms</p> <p>Frequently Asked Questions</p>	<p>“Be Candid”, Larry Kaye, Senior Vice-President, Leadership & Organizational Development, Fidelity Investments</p> <p>“A CEO’s Dilemma”, Jeff Seglin, Ethics Columnist, New York Times Syndicate</p> <p>“Know When to Let Go”, Larry Kramer, Former President, CBS Digital Media</p>	<p>Discussion Options:</p> <p>When to Dismiss an Employee</p> <p>Conducting a Dismissal Meeting</p>	<p>Steps for preparing for a stressful conversation</p> <p>Steps for documenting employee performance problems</p> <p>Tips for dealing with employee behavior problems</p> <p>Tips for conducting dismissals</p> <p>Tips for giving references for a dismissed employee</p> <p>Tips for working with a communications coach</p> <p>List of dos and don'ts for dismissing an employee</p> <p>Dismissal preparation checklist</p> <p>Self-assessment on managing a dismissal</p>	<p>HBR OnPoint EE: Beth Axelrod, Helen Handfield-Jones, and Ed Michaels. “A New Game Plan for C Players.” Jan 2002</p> <p>HMCL: Steve Gosset. “Sometimes You Do Have to Fire People.” Oct 1999</p> <p>HBR Case: Ben Gerson, Janet Parker, Eugene Volokh, Jean Halloran, and Michael G. Cherkasky. “The Reign of Zero Tolerance.” Nov 2006</p>

HBS 414

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Diversity</p> <p>A diverse team generates more creative ideas and gives organizations a unique competitive edge. But diversity also brings new challenges, as people from different backgrounds and cultures come together in the workplace. Learn how to manage diversity to extract maximum value from your employees' differences—including how to recruit diverse talent, resolve diversity-related conflicts, and communicate with employees and customers from other cultures.</p>	<p>What Is Diversity?</p> <p>Thinking Differently About Differences</p> <p>Handling Diversity-Related Conflict</p> <p>Fostering an Inclusive Environment</p> <p>Tapping Diversity's Value</p> <p>Recruiting a Diverse Team</p> <p>Retaining Diverse Employees</p> <p>Understanding Culture</p> <p>Communicating Across Cultures</p>	<p>"Tomorrow's Leaders", Doug Ready, President, ICEDR</p> <p>"Recognize Your Biases", Sharon Jordan-Evans, CEO, Jordan-Evans Group</p> <p>"The Mix of Experience", Esther Alegria, Vice President, Manufacturing & GM, Biogen Idec Inc.</p>	<p>Discussion Options:</p> <p>Strengthening Our Diversity Approach</p> <p>Retaining Diverse Employees</p>	<p>Steps for distinguishing between performance- and diversity-related problems</p> <p>Steps for creating a diversity recruitment plan</p> <p>Steps for resolving diversity-related conflicts</p> <p>Steps for strengthening your cultural intelligence</p> <p>Tips for creating an inclusive workplace environment</p> <p>Tips for recruiting diverse employees</p> <p>Tips for maximizing the value of employee affinity groups</p> <p>Tips for showing respect for people from another culture</p> <p>Worksheet for understanding interpersonal bias</p> <p>Creating an inclusive environment self-assessment</p> <p>Worksheet for creating a diversity profile</p> <p>Recruitment interview checklist</p> <p>Cultural intelligence self-assessment</p> <p>Worksheet for preparing for a cross-cultural business trip</p>	<p>HMU: Neville Isdell and Christina Bielaszka-DuVernay. "How Coca-Cola Built Strength on Diversity." Apr 2008</p> <p>HMU: Andrew Park. "Making Diversity A Business Advantage." Apr 2008</p> <p>HBR Case: Bronwyn Fryer, Julia Kirby, Howard Weyers, Sondra Solovay, Mark V. Roehling, and Amy Wilensky. "Fat Chance." May 2005</p>

HBS 415 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES GROUP PROJECTS	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Ethics at Work</p> <p>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.</p>	<p>Defining Workplace Ethics</p> <p>Making Ethical Decisions: Why You Need a Framework</p> <p>Gathering and Analyzing the Facts</p> <p>Considering the Consequences</p> <p>Testing Your Decision</p> <p>What Are a Manager's Ethical Responsibilities?</p> <p>Understanding Why Good Managers Behave Unethically</p> <p>Making Ethical Decisions Across Borders</p>	<p>"Ethical Ambiguity", Jeff Seglin, Ethics Columnist, New York Times Syndicate</p> <p>"Speak the Truth", Larry Kaye, Senior Vice-President, Leadership & Organizational Development, Fidelity Investments</p> <p>"Should You Lie to Save Your Company?", Jeff Seglin, Ethics Columnist, New York Times Syndicate</p>	<p>Discussion Options:</p> <p>Gathering the Facts of an Ethical Dilemma</p> <p>Evaluating and Testing a Proposed Solution</p>	<p>Steps for gathering and analyzing the facts</p> <p>Steps for considering the consequences</p> <p>Steps for testing your decision</p> <p>Steps for resolving conflicts of relative development and cultural tradition</p> <p>Tips for addressing ethical challenges practically</p> <p>Tips for confronting others about unethical behavior</p> <p>Tips for making ethical decisions as a group</p> <p>Tips for fostering a global ethical perspective</p> <p>Worksheet for gathering and analyzing the facts</p> <p>Worksheet for considering the consequences</p> <p>Worksheet for testing your decision</p> <p>Worksheet for resolving a cross-cultural ethical dilemma</p>	<p>HBR: James O'Toole and Warren Bennis, "What's Needed Next: A Culture of Candor." Jun 2009</p> <p>HBR: Mary Gentile, "Keeping Your Colleagues Honest." Mar 2010</p> <p>HBR Case: Joseph Finder, Harry Brandon, Christopher E. Kubasik, James B. Comey, Eric A. Klein, and William J. Teuber. "The CEO's Private Investigation." Oct 2007</p>

HBS 416 CONTENT BY TOPIC

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

HBS 417

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Finance Essentials</p> <p>This primer shows non-financial managers how their units fit into the company's overall financial picture. Includes easy-to-understand explanations of the income statement, balance sheet, and cash flow statement, plus practical advice for pulling together a department's budget and justifying an investment or expenditure.</p>	<p>Monitoring Financial Health</p> <p>The Income Statement</p> <p>The Balance Sheet</p> <p>The Cash Flow Statement</p> <p>Comparing the Three Financial Statements</p> <p>Measuring Financial Health</p> <p>The Budget Process</p> <p>Preparing a Budget</p> <p>Articulating Your Assumptions</p> <p>What Is Cost/Benefit Analysis?</p> <p>Return on Investment and Payback Period</p> <p>Net Present Value and Internal Rate of Return</p> <p>Sensitivity Analysis</p> <p>Estimating Unquantifiable Benefits and Costs</p> <p>Breakeven Analysis</p> <p>Tracking Performance</p> <p>Key Terms</p>	<p>"Create Efficiencies", Cristina Camarero, Finance Manager, Tema Grupo Empresarial</p> <p>"Net Present Value", Srikant Datar, Senior Associate Dean, Harvard Business School</p> <p>"When The Numbers Don't Add Up", Jacqueline Murphy, Editorial Director, Harvard Business Review Group</p> <p>"Face Your Fear", Ash Tyagi, General Manager, Tata Industries Ltd.</p> <p>"Look Beyond the Numbers", Michael Shinton, CFO, Asian Pacific Building Corporation Pty Ltd</p>	<p>Discussion Options:</p> <p>Creating a Budget</p> <p>Assessing an Investment Opportunity</p>	<p>Steps for creating a budget</p> <p>Steps for tracking a budget</p> <p>Tips for analyzing financial statements</p> <p>Tips for budgeting</p> <p>Annual budgeting and tracking worksheet</p> <p>Breakeven analysis worksheet</p> <p>Initiative proposal worksheet</p>	<p>HBR: Robert C. Pozen. "Is It Fair to Blame Fair Value Accounting for the Financial Crisis?" Nov 2009</p> <p>HBR: Mihir A. Desai. "The Finance Function in a Global Corporation." Jul 2008</p>

Legend for Articles Included: BSR: *Balanced Scorecard Report*; HBR: *Harvard Business Review*; HMCL: *Harvard Management Communication Letter*;

Page 18 of 45

HBS 418

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Global Collaboration</p> <p>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.</p>	<p>Doing Business Across Borders</p> <p>Defining Culture</p> <p>Building Your Cultural Intelligence</p> <p>Establishing Trust</p> <p>Negotiating Across Cultures</p> <p>Overcoming Language Barriers</p> <p>Surmounting Challenges of Physical Distance</p> <p>Aligning a Global Team</p>	<p>“Educate Your Teams”, Victor Equisoain, Director, Acciona</p> <p>“Language Policies”, Tsedal Neeley, Assistant Professor, Harvard Business School</p> <p>“Face-to-Face Contact”, Tsedal Neeley, Assistant Professor, Harvard Business School</p>	<p>Discussion Options:</p> <p>Assessing Cultural Differences</p> <p>Building Trust Among Global Collaborators</p>	<p>Steps for mastering another culture’s customs</p> <p>Steps for building trust between global collaborators</p> <p>Steps for conducting a cross-cultural negotiation</p> <p>Steps for aligning roles and responsibilities in your global team</p> <p>Tips for strengthening your cultural intelligence</p> <p>Tips for hiring and working with an interpreter</p> <p>Tips for communicating with non-native speakers of your language</p> <p>Tips for fostering shared identity in your global team</p> <p>Tips for creating a high-performing global team</p> <p>Worksheet for documenting cultural characteristics</p> <p>National culture self-assessment</p> <p>Worksheet for documenting collaborators’ talents and interests</p> <p>Worksheet for building trust between collaborators</p> <p>Worksheet for preparing for a cross-cultural negotiation</p> <p>Worksheet for clarifying a global team’s purpose</p> <p>Worksheet for aligning global team roles and responsibilities</p>	<p>HMU: Howard M. Guttman. “Are Your Global Team Members Miles Apart?” Feb 2007</p> <p>HBR: Mansour Javidan, Mary Teagarden, and David Bowen. “Making It Overseas.” Apr2010</p> <p>HBR Case: Nitin Nohria, Katherine Tsang, Mansour Javidan, and James Champy. “From Regional Star to Global Leader.” Jan 2009</p>

HBS 419

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Goal Setting</p> <p>Is your work organized around clear and meaningful objectives? It will be once you've mastered these tools and techniques for establishing realistic goals, creating a task list, tracking milestones, and evaluating achievement.</p>	<p>Goal Setting: An Overview</p> <p>Setting SMART Goals</p> <p>Developing Unit Goals</p> <p>Developing Individual Goals</p> <p>Maximizing Goal Success</p> <p>Accomplishing Goals</p> <p>Evaluating Goals</p>	<p>"Culture of Achievement", Srikanth Kommu, Director, Research & Development, MEMC Electronic Materials, Inc.</p> <p>"Collaborative Goals", Linda A. Hill, Professor, Harvard Business School</p> <p>"The Art of Stretch Targets", Srikant Datar, Senior Associate Dean, Harvard Business School</p>	<p>Discussion Options:</p> <p>Developing Unit Goals</p> <p>Maximizing Goal Success</p>	<p>Steps for identifying and prioritizing goals</p> <p>Steps for accomplishing your goals</p> <p>Steps for monitoring your progress</p> <p>Tips for setting unit goals</p> <p>Tips for setting your team members' goals</p> <p>Tips for increasing goal success</p> <p>Goal development worksheet</p> <p>Smart goal worksheet</p> <p>Goal and task worksheet</p> <p>Obstacles/solutions worksheet</p> <p>Worksheet for evaluating goals</p>	<p>BSR: Janice Koch. "Challenges of Target Setting." Jul 2007</p> <p>HBR OnPoint EE: James C. Collins. "Turning Goals into Results: The Power of Catalytic Mechanisms." Jul 1999</p>

HBS 420

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Hiring</p> <p>Techniques for finding, interviewing, and selecting top performers. Covers information on screening résumés, checking references, asking effective questions, making the hiring decision, and extending the offer. Includes tools for creating a job profile, preparing for an interview, and evaluating job candidates.</p>	<p>Hiring Overview</p> <p>Defining Job Requirements</p> <p>Recruiting Promising Candidates</p> <p>Preparing to Interview</p> <p>Conducting the Interview</p> <p>Maintaining Control of the Interview</p> <p>Asking Effective Questions</p> <p>Asking Personal Questions</p> <p>Evaluating Candidates</p> <p>Making the Offer</p>	<p>“Hiring a Top Team”, Neil Gaydon, CEO, Pace Plc.</p> <p>“Uncovering Passion”, Tim Butler, Senior Fellow, Harvard Business School</p> <p>“The Right Stuff”, Sharon Jordan-Evans, CEO, Jordan-Evans Group</p>	<p>Discussion Options:</p> <p>Getting the Information You Need</p> <p>Evaluating Job Candidates</p>	<p>Steps for recruiting candidates</p> <p>Steps for asking interview questions</p> <p>Steps for making the hire</p> <p>Tips for finding the right person</p> <p>Tips for screening résumés</p> <p>Tips for conducting the interview</p> <p>Interview preparation form</p> <p>Decision-making matrix worksheet</p> <p>Job profile form</p>	<p>HBR: Claudio Fernandez-Araoz, Boris Groysberg, and Nitin Nohria. “The Definitive Guide to Recruiting in Good Times and Bad.” May 2009</p> <p>HBR: Tamara J. Erickson and Lynda Gratton. “What It Means to Work Here.” Mar 2007</p> <p>HBR Case: Diane Coutu. “We Googled You.” Jun 2007</p>

HBS 421

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Innovation and Creativity</p> <p>How to stimulate creative thinking in an intellectually diverse workgroup. Learn to assess and then tailor the physical and psychological environment to stimulate creative thought, and how to manage the process of innovation for maximum impact on your organization.</p>	<p>The Manager's Role</p> <p>What Are Creativity and Innovation?</p> <p>Key Misconceptions</p> <p>Five Steps in the Creative Process</p> <p>Characteristics of Creative Groups</p> <p>Different Thinking Styles</p> <p>Building Intellectual Diversity</p> <p>Fostering Creative Abrasion</p> <p>Enhancing the Psychological Environment</p> <p>Enriching the Physical Environment</p> <p>Divergent Thinking Techniques</p> <p>Convergence Techniques</p>	<p>"Position for Future Markets", Tamar Elkeles, VP, Learning & Development, Qualcomm</p> <p>"You Can't Go It Alone", Howard Stevenson, Senior Associate Dean, Harvard Business School</p> <p>"The Innovation Value Chain", Adrian Beggan, Director, Sales & Marketing Intelligence, Google</p> <p>"Harnessing Creativity", Karim Lakhani, Assistant Professor, Harvard Business School</p>	<p>Discussion Options:</p> <p>Building a Creative and Innovative Team</p> <p>Creative Ideas from Outside the Organization</p>	<p>Steps for fostering creative conflict: depersonalizing issues</p> <p>Steps for promoting creative conflict: surfacing unspoken issues</p> <p>Steps for enhancing your own creative potential</p> <p>Tips for providing outside stimulation for your group</p> <p>Tips for enhancing the physical workspace to facilitate communication and interaction</p> <p>Tips for motivating and rewarding creativity</p> <p>Tips for brainstorming sessions</p> <p>Creativity checklist</p> <p>Form for setting a target for creative change</p> <p>Psychological environment for creativity assessment</p> <p>Enhancing the creativity of the physical workspace worksheet</p> <p>Planning for innovation worksheet</p> <p>Form for listing attributes</p>	<p>HBR: Teresa M. Amabile and Mukti Khaire. "Creativity and the Role of the Leader." Oct 2008</p> <p>HBR: Ed Catmull. "How Pixar Fosters Collective Creativity." Sep 2008</p> <p>HBR Case: Stephen Brown, Daniel H. Pink, John Chuang, Richard Phelps, and Charlie Wrench. "Don't Try This Offshore." Sep 2008</p>

HBS 422

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Innovation Implementation</p> <p>A framework for turning an innovative idea into reality. Innovation is not only about generating creative ideas. Innovation results when a creative idea is put to use. However, the implementation phase is where many good ideas fail. Learn how to implement an innovation, from crafting a vision statement to managing resistance.</p>	<p>Innovation and Innovators</p> <p>Developing an Inspiring Vision of Your Innovation</p> <p>Identifying Stakeholders</p> <p>Cultivating Your Informal Support Network</p> <p>Building a Business Case</p> <p>Communicating with Stakeholders</p> <p>Managing Resistance to New Ideas and Change</p> <p>Staying Passionate About Your Innovation</p>	<p>“Distributed Innovation”, Karim Lakhani, Assistant Professor, Harvard Business School</p> <p>“Revolutionary Ideas”, Karim Lakhani, Assistant Professor, Harvard Business School</p> <p>“The Right Kinds of Failure”, Howard Stevenson, Senior Associate Dean, Harvard Business School</p>	<p>Discussion Options:</p> <p>Overcoming Resistance to Your Innovation</p> <p>Maintaining Momentum</p>	<p>Steps for developing your vision</p> <p>Steps for building support for your idea</p> <p>Steps for building a preliminary business case</p> <p>Steps for overcoming resistance</p> <p>Tips for choosing a sponsor</p> <p>Tips for choosing a gatekeeper</p> <p>Tips for choosing an opinion leader</p> <p>Tips for promoting acceptance of your idea</p> <p>Worksheet for crafting a vision statement</p> <p>Checklist for evaluating a sponsor</p> <p>Form for communicating with a stakeholder</p> <p>Form for managing communications follow-up</p> <p>Worksheet for overcoming resistance</p>	<p>HMU: Anne Field. “Cultivating a Healthy Appetite for Risk.” Feb 2008</p> <p>HMU: Michael Beer, Russell A. Eisenstat, and Derek Schrader. “Why Good Innovations Don't Get to Market.” Oct 2007</p>

HBS 423

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Laying Off Employees</p> <p>When organizations downsize, the supervisors responsible for communicating the layoffs and managing the repercussions face one of the greatest challenges they will ever encounter. This topic presents some sound advice on how to best manage this process, and presents the perspective of the manager as well as the direct report.</p>	<p>What Is a Layoff?</p> <p>Taking Care of Yourself Through a Layoff</p> <p>Understanding the Grounds for a Layoff</p> <p>Deciding Whom to Lay Off</p> <p>Communicating a Layoff to Employees</p> <p>Informing Employees Who Are Being Laid Off</p> <p>Helping Displaced Workers After a Layoff</p> <p>Managing Layoff Survivors</p> <p>Leading Your Team After a Layoff</p> <p>Learning from a Layoff</p> <p>Key Terms</p> <p>Frequently Asked Questions</p>	<p>“Letting People Go”, Imtiaz Mahtob, Group Deputy Director, Air Liquide</p> <p>“Communication Is Key”, Stever Robbins, President, Stever Robbins Inc.</p> <p>“Meet Face to Face”, Stever Robbins, President, Stever Robbins Inc.</p>	<p>Discussion Options:</p> <p>Managing Layoff Survivors</p> <p>Informing Employees Who Are Being Laid Off</p>	<p>Steps for leading post-layoff change</p> <p>Steps for preparing for a stressful conversation</p> <p>Tips for acknowledging endings after a layoff</p> <p>Tips for holding question sessions after a layoff</p> <p>Tips for working with a communications coach</p> <p>List of dos and don'ts for laying off employees</p> <p>Layoff preparation checklist</p> <p>Self-assessment on managing a layoff</p>	<p>HBR: Anthony J. Nyberg and Charlie O. Trevor. “After Layoffs, Help Survivors Be More Effective.” Jun 2009</p> <p>HMU: Stever Robbins. “How to Communicate Layoffs.” Feb 2009</p> <p>HBR Case: Bronwyn Fryer, Laurence J. Stybel, Maryanne Peabody, Jürgen Dormann, and Robert I. Sutton. “The Layoff.” Mar 2009</p>

HBS 424

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Leading and Motivating</p> <p>A synopsis of the essential tasks of leadership: setting direction, aligning people, and motivating others. Learn how to recognize the skills and characteristics of effective leaders, create an inspiring vision, and energize people to support and work toward your goals.</p>	<p>What Leaders Really Do</p> <p>Skills and Characteristics of Leaders</p> <p>Adapting Your Leadership Style</p> <p>Crafting a Vision That Others Will Follow</p> <p>Aligning People Through Successful Communication</p> <p>Motivating Others</p> <p>Energizing Difficult People</p> <p>Creating a Work Environment that Motivates</p>	<p>“Everyone is a Leader”, Larry Downes, CEO, New Jersey Resources</p> <p>“Coolness Under Fire”, Jorge Dominguez, Vice Provost, International Affairs, Harvard University</p> <p>“Give People Credit”, Steve Kerr, Senior Advisor, Goldman Sachs</p> <p>“Leading on a Grand Scale”, Adi Ignatius, Editor-In-Chief, Harvard Business Review</p>	<p>Discussion Options:</p> <p>Using the Right Leadership Style</p> <p>Motivating Employees to Excel</p>	<p>Steps for adapting your leadership style to individual needs</p> <p>Steps for formulating a vision</p> <p>Steps for creating forward momentum</p> <p>Tips for establishing your credibility</p> <p>Tips for developing your leadership skills</p> <p>Tips for creating an inspiring work environment</p> <p>Emotional intelligence and leadership trait checklist</p> <p>Worksheet for developing a vision</p> <p>Worksheet for keeping people motivated</p> <p>Establishing credibility and building a holding environment checklist</p>	<p>HBR: Nitin Nohria, Boris Groysberg, and Linda Eling. “Employee Motivation: A Powerful New Model.” Jul 2008</p> <p>HMU: Lauren Keller Johnson. “Motivating Employees to Go Above and Beyond.” Aug 2006</p>

HBS 425 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Managing Upward 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.</p>	<p>The Purpose of Managing Upward Developing a Relationship with Your Manager Communicating with Your Manager Negotiating with Your Manager</p>	<p>“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</p>	<p>Discussion Options: Clarifying Manager-Team Expectations Fostering Manager-Team Communication</p>	<p>Steps for developing a relationship with your manager Steps for presenting problems or opportunities up Tips for working effectively with your manager Tips for negotiating your needs Worksheet for understanding your manager Worksheet for understanding yourself Worksheet for monitoring the effectiveness of your relationship with your manager Worksheet for negotiating with your manager</p>	<p>HMU: Marshall Goldsmith. “How Can I Do a Better Job of Managing Up?” Feb 2008 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</p>

HBS 426

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Marketing Essentials</p> <p>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.</p>	<p>Marketing Overview</p> <p>Marketing Orientation</p> <p>Satisfying Your Customers</p> <p>Developing Your Marketing Orientation</p> <p>Defining Your Target Market</p> <p>Understanding Your Consumer Market</p> <p>Understanding Your Organizational Market</p> <p>Understanding Your Competition</p> <p>Developing Your Marketing Strategy</p> <p>Marketing Communications</p> <p>New Product Development</p> <p>From Marketing Plan to Market</p> <p>Direct Marketing</p> <p>Relationship Marketing</p> <p>Key Terms</p> <p>Frequently Asked Questions</p>	<p>“Transforming Your Brand”, Brian Moore, Vice President, Global Footwear, The Timberland Company</p> <p>“Be Authentic”, Brian Moore, Vice President, Global Footwear, The Timberland Company</p> <p>“Exemplary Service”, Rohit Deshpande, Professor, Harvard Business School</p> <p>“Customer Input”, Scott Anthony, Managing Director, Innosight Ventures</p>	<p>Discussion Options:</p> <p>Understanding Our Competition</p> <p>Building a Marketing Orientation</p>	<p>Steps for market research</p> <p>Tips for building a marketing orientation</p> <p>Tips for creating an effective print ad</p> <p>Tips for designing a powerful sales promotion</p> <p>Tips for evaluating sales representatives</p> <p>Tips for marketing online</p> <p>Tips for selecting the right marketing communications mix</p> <p>Worksheet for calculating the lifetime value of a customer</p> <p>Customer value equation worksheet</p> <p>Worksheet for conducting a SWOT analysis</p> <p>Product profile worksheet</p> <p>Form for drafting a marketing plan</p>	<p>HBR: Jan-Benedict E.M. Steenkamp and Nirmalya Kumar. “Don't Be Undersold!” Dec 2009</p> <p>HBR: Roland T. Rust, Christine Moorman, and Gaurav Bhalla. “Rethinking Marketing.” Jan 2010</p> <p>HBR Case: David Weinberger, Bruce Weindruch, Gillian Arnold, James H. Gilmore, B. Joseph Pine II, and Glenn Brackett. “Authenticity: Is It Real or Is It Marketing?” Mar 2008</p>

HBS 427

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Meeting Management</p> <p>A timesaving guide to planning and conducting meetings from start to finish. Covers preparation, keeping the meeting on track, and follow-up. Includes expert advice for dealing with problem behaviors exhibited by meeting participants.</p>	<p>Types and Purposes of Meetings</p> <p>Creating an Agenda</p> <p>Preparing for the Meeting</p> <p>How Groups Reach Decisions</p> <p>Conducting a Meeting</p> <p>When Bad Things Happen to Good Meetings</p> <p>Ending a Meeting</p> <p>Following Up After a Meeting</p> <p>Virtual Meetings</p>	<p>“Action Items”, Ellen Kumata, Managing Director, Cambria Consulting</p> <p>“Show off Your People”, Steve Kerr, Senior Advisor, Goldman Sachs</p> <p>“The Meeting Climate”, Linda A. Hill, Professor, Harvard Business School</p>	<p>Discussion Options:</p> <p>Preparing for a Meeting</p> <p>Tackling Your Toughest Meeting Problems</p>	<p>Steps for planning, conducting, and following up</p> <p>Steps for discussing a problem</p> <p>Steps for building an instant agenda</p> <p>Tips for preparing a meeting</p> <p>Tips for conducting a meeting</p> <p>Tips for dealing with problem behaviors</p> <p>Tips for intervening at critical junctures</p> <p>Tips for ending a meeting</p> <p>Tips for on-the-spot recording</p> <p>Meeting agenda form</p> <p>Meeting planner's checklist</p> <p>Meeting minutes form</p>	<p>HMU: Tom Krattenmaker. “Make Every Meeting Matter.” Dec 2007</p> <p>HMCL: Janice Obuchowski. “Your Meeting: Who's in Charge?” Apr 2005</p>

HBS 428 CONTENT BY TOPIC

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

HBS 429 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>New Manager Transitions</p> <p>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.</p>	<p>Myths About Managers</p> <p>Roles and Expectations</p> <p>Setting Agendas and Building</p> <p>Taking a Broader View</p> <p>Managing Teams</p> <p>Managing Individuals</p> <p>Putting It All Together</p> <p>Promoting Diversity and Understanding Group Culture</p> <p>Building Self-Awareness</p> <p>The Power of Emotional Intelligence</p> <p>Coping with New Emotions</p> <p>Reaping the Rewards</p> <p>Frequently Asked Questions</p>	<p>“Attitude Adjustment”, Jacqueline Murphy, Editorial Director, Harvard Business Review Group</p> <p>“Manager as Decision Maker”, Aus Al-Tawil, Manager, Reservoir Characterization Dept., Saudi Aramco</p>	<p>Discussion Options:</p> <p>Surprising Truths About Management</p> <p>Managing the Stress of the Transition</p>	<p>Steps for building and cultivating your network</p> <p>Steps for strengthening your emotional intelligence</p> <p>Tips for assessing your progress</p> <p>Tips for influencing others</p> <p>Tips for introducing new policies and practices</p> <p>Tips for leveraging resources in your first year</p> <p>Best manager-worst manager worksheet</p> <p>Checklist for new managers</p> <p>Emotional intelligence self-assessment</p> <p>Contact sheet for new managers</p> <p>Worksheet for adapting your managerial style</p>	<p>HBR OnPoint EE: Linda A. Hill. “Becoming the Boss.” Jan 2007</p> <p>HMU: Lauren Keller Johnson. “Helping New Managers Succeed.” Feb 2008</p> <p>HBR Case: Gordon Adler, Thomas J. Delong, Ellen Hart, Kathleen Collman, John Doumani, Joseph L. Galarneau, and Julie Johnson. “When a New Manager Stumbles, Who’s at Fault?” Mar 1996</p>

HBS 430

CONTENT BY TOPIC

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

HBS 431 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Performance Measurement</p> <p>Learn how to measure your group's performance by applying a disciplined process to performance measurement.</p>	<p>Performance Measurement Overview</p> <p>Key Performance Indicators</p> <p>Performance Measurement Systems</p> <p>Performance Measurement as a</p> <p>Deciding What to Measure</p> <p>Gathering Performance Data</p> <p>Interpreting Performance Results</p> <p>Avoiding Performance Measurement Pitfalls</p> <p>From Performance Measurement to Performance Management</p> <p>Key Terms</p>	<p>"Take Risks", Dan Groneck, Director, Planning & Execution, The Boeing Company</p> <p>"Driven by a Purpose", Srikant Datar, Board Member, Novartis</p> <p>"Mission and Objectives", Bob Kaplan, Professor, Harvard Business School</p>	<p>Discussion Options:</p> <p>Deciding What to Measure</p> <p>Performance Measurement Pitfalls</p>	<p>Steps for measuring performance</p> <p>Steps for communicating performance data to your group</p> <p>Tips for launching the performance measurement process</p> <p>Tips for defining objectives</p> <p>Tips for creating performance metrics</p> <p>Tips for setting performance targets</p> <p>Worksheet for understanding key performance indicators</p> <p>Worksheet for understanding your company's performance measurement system</p> <p>Worksheet for deciding which performance aspects to measure</p> <p>Worksheet for setting performance targets</p> <p>Worksheet for tracking performance results</p>	<p>HBR: Andrew Likierman. "The Five Traps of Performance Measurement." Oct 2009</p> <p>BSR: Robert Kaplan. "Target Setting." May 2006</p>

HBS 432

CONTENT BY TOPIC

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

CONTENT BY TOPIC

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

HBS 434

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Processes Improvement</p> <p>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.</p>	<p>Understanding Business Processes</p> <p>What Is Business Process Improvement?</p> <p>Planning a Process Improvement</p> <p>Analyzing the Existing Process</p> <p>Redesigning Your Process</p> <p>Acquiring Needed Resources</p> <p>Implementing Your Redesign Process</p> <p>Continually Improving Your Process</p>	<p>“Haste Makes Waste”, Esther Alegria, Vice President, Manufacturing & GM, Biogen Idec Inc.</p> <p>“Simplicity”, Srikanth Kommu, Director, Research & Development, MEMC Electronic Materials, Inc.</p> <p>“Fixing Potholes”, Bob Kaplan, Professor, Harvard Business School</p>	<p>Discussion Options:</p> <p>Prioritizing Process Improvement Efforts</p> <p>Analyzing a Problem Process</p>	<p>Steps for improving a process</p> <p>Steps for creating a functional activity flowchart</p> <p>Steps for envisioning a better process</p> <p>Tips for developing a process mindset in your team</p> <p>Tips for prioritizing process-improvement efforts</p> <p>Tips for benchmarking and researching best processes</p> <p>Tips for redesigning a process</p> <p>Tips for overcoming resistance to a redesigned process</p> <p>Checklist for deciding whether process improvement is necessary</p> <p>Worksheet for planning a process redesign</p> <p>Worksheet for creating a functional activity flowchart</p> <p>Process report card</p> <p>Worksheet for process benchmarking</p>	<p>HBR: Robert S. Kaplan and David P. Norton. “Mastering the Management System.” Jan 2008</p> <p>HBR: Michael Hammer. “Process Audit.” Apr 2007</p>

HBS 435

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Project Management</p> <p>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.</p>	<p>Project Management Overview</p> <p>Identifying Project Needs and Objectives</p> <p>Understanding Competing Demands and "Scope Creep"</p> <p>Defining Roles and Responsibilities</p> <p>Creating a Project Charter</p> <p>Developing High-Level Estimates</p> <p>Assembling Your Team & Assigning Tasks</p> <p>Developing a Budget</p> <p>Developing a Schedule</p> <p>Creating a Communications Plan</p> <p>Launching and Monitoring the Project</p> <p>Managing Risk</p> <p>Wrapping Up the Project</p>	<p>"Define Success Upfront", Adrian Beggan, Director, Sales & Marketing Intelligence, Google</p> <p>"Clarify Roles", Kate Sweetman, President, Sweetman Consulting</p> <p>"The Equation for Change", June Delano, Partner, ClearLake Group</p> <p>"Choose the Right People", Allison Rimm, Senior Vice President, Strategic Planning & Information Management, MGH</p>	<p>Discussion Options:</p> <p>Capturing Lessons from Past Projects</p> <p>Balancing a Project's Competing Demands</p>	<p>Steps for building an effective project team</p> <p>Steps for building a Gantt chart</p> <p>Steps for developing a critical path</p> <p>Tips for getting your WBS right</p> <p>Tips for scheduling a project</p> <p>Tips for selecting project-management software</p> <p>Tips for putting a late project back on schedule</p> <p>Worksheet for identifying your project objectives</p> <p>Project charter worksheet</p> <p>Worksheet for developing high-level estimates</p> <p>Worksheet for assessing project team members' skills</p> <p>Meeting minutes form</p> <p>Worksheet for monitoring project progress</p> <p>Form for capturing lessons learned</p>	<p>HBR: Gary Klein. "Performing a Project Premortem." Sep 2007</p> <p>HMU: Loren Gary. "Will Project Creep Cost You—or Create Value." Jan 2005</p> <p>HBR Case: Eric McNulty. "They Bought In. Now They Want to Bail Out." Dec 2003</p>

HBS 436

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Retaining Employees</p> <p>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.</p>	<p>Employee Retention Overview</p> <p>Why Is Retention More Important Than Ever?</p> <p>What Makes Retention So Challenging?</p> <p>The Special Challenges of a Diverse Work Force</p> <p>Hiring Right: The First Step to Retention</p> <p>Stay Competitive</p> <p>Cultivate the Right Culture</p> <p>Help Managers Help Employees Stay</p> <p>Help Employees Avoid Burnout</p> <p>Frequently Asked Questions</p> <p>Key Terms</p>	<p>“What Employees Value”, Sharon Jordan-Evans, CEO, Jordan-Evans Group</p> <p>“The Stay Interview”, Sharon Jordan-Evans, CEO, Jordan-Evans Group</p> <p>“Love What You Do”, Beverly Kaye, CEO, Career Systems International</p> <p>“Express Gratitude”, Beverly Kaye, CEO, Career Systems International</p>	<p>Discussion Options:</p> <p>Hiring People Who Will Stay</p> <p>Keeping Your Best Employees on Board</p>	<p>Steps for managing exhausted employees</p> <p>Steps for diagnosing and closing retention gaps</p> <p>Tips for getting good people to stay</p> <p>Tips for building your retention task force</p> <p>Tips for building your online internal job-search tool</p> <p>Tips for using training to foster retention</p> <p>Tips for recognizing the early warning signs of defection</p> <p>Tips for hooking the right prospects</p> <p>Worksheet for conducting a stay interview</p> <p>Worksheet for calculating the cost of replacing a specific employee</p> <p>Work culture survey</p> <p>Retention self-assessment</p>	<p>HMU: Anne Field and Ken Gordon. “Do Your Stars See a Reason to Stay?” May 2008</p> <p>HBR: Sylvia Ann Hewlett, Laura Sherbin, and Karen Sumberg. “How Gen Y and Boomers Will Reshape Your Agenda.” Jul 2009</p> <p>HBR Case: Edward E. Lawler III. “Why Are We Losing All Our Good People?” Jun 2008</p>

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Strategic Thinking</p> <p>Learn how to recognize the personal traits, behaviors and attitudes, and cognitive capacities that strategic thinkers demonstrate.</p>	<p>Strategic Thinking Overview</p> <p>Defining Characteristics of Strategic Thinkers</p> <p>Strategic Thinking as a Process</p> <p>Seeing the Big Picture</p> <p>Clarifying Strategic Objectives</p> <p>Identifying Relationships, Patterns, and Trends</p> <p>Thinking Creatively</p> <p>Analyzing Information</p> <p>Prioritizing Your Actions</p> <p>Making Trade-Offs</p>	<p>“Share the Vision”, Cynthia Montgomery, Professor, Harvard Business School</p> <p>“Business Choices”, Cynthia Montgomery, Professor, Harvard Business School</p> <p>“Operation One Voice”, Rohit Deshpandé, Professor, Harvard Business School</p> <p>“Values In Action”, Allison Rimm, Senior Vice President, Strategic Planning & Information Management, MGH</p>	<p>Discussion Options:</p> <p>Evaluating a Project’s Strategic Potential</p> <p>Strategizing Solutions to a Problem</p>	<p>Steps for understanding your company’s and unit’s strategies</p> <p>Steps for balancing short-term requirements with long-term goals</p> <p>Tips for seeing the big picture</p> <p>Tips for clarifying strategic objectives</p> <p>Tips for identifying relationships, patterns, and trends</p> <p>Tips for thinking creatively</p> <p>Tips for analyzing information</p> <p>Tips for prioritizing your actions</p> <p>Tips for making trade-offs</p> <p>Strategic thinking self-assessment</p> <p>Worksheet for seeing the big picture</p> <p>Worksheet for clarifying strategic objectives</p> <p>Worksheet for identifying relationships, patterns, and trends</p> <p>Worksheet for thinking creatively</p> <p>Worksheet for analyzing information</p> <p>Worksheet for prioritizing your actions</p> <p>Worksheet for making trade-offs</p>	<p>HBR: Eric Beinhocker, Ian Davis, and Lenny Mendonca. “The 10 Trends You Have to Watch.” Jul 2009</p> <p>HBR: W. Chan Kim and Renée Mauborgne. “How Strategy Shapes Structure.” Sep 2009</p>

HBS 438

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Strategy Execution</p> <p>Learn what strategy is, how senior management and units work together to develop strategy, and how units support a company's strategy by developing and executing action plans for strategic initiatives. In many companies, senior management and units are involved in the strategic planning process. Why? This ensures that a company's strategies—both corporate and unit—are tightly aligned and that successful implementation can follow.</p>	<p>Strategy Overview</p> <p>The Strategic Plan</p> <p>The Strategic Planning Process</p> <p>Strategic Initiative Action Plan</p> <p>Defining Objectives and Metrics</p> <p>Determining Resources</p> <p>Clarifying Interlocks</p> <p>Keeping Action Plans Aligned and on Course</p> <p>Establishing Accountability</p> <p>Creating an Environment for Excellence</p> <p>Evaluating and Rewarding Performance</p>	<p>"Think Ahead", Adrian Beggan, Director, Sales & Marketing Intelligence, Google</p> <p>"Adapt Your Strategy", Imtiaz Mahtob, Group Deputy Director, Air Liquide</p> <p>"Performance Objectives", Bob Kaplan, Professor, Harvard Business School</p> <p>"Dynamic Strategy", Cynthia Montgomery, Professor, Harvard Business School</p> <p>"Core Purpose", Cynthia Montgomery, Professor, Harvard Business School</p>	<p>Discussion Options:</p> <p>Defining Measures and Objectives</p> <p>Implementing a Strategic Initiative</p>	<p>Steps for conducting a SWOT analysis</p> <p>Steps for determining priority issues</p> <p>Steps for identifying objectives</p> <p>Tips for navigating interlocks</p> <p>Tips for managing alignment</p> <p>Tips for establishing accountability</p> <p>Worksheet for conducting a SWOT analysis</p> <p>Worksheet for developing an action plan</p> <p>Worksheet for determining objectives from key result areas</p> <p>Alignment checklist</p> <p>Creating an environment for excellence checklist</p>	<p>HBR OnPoint EE: Joseph L. Bower and Clark G. Gilbert. "How Managers' Everyday Decisions Create—or Destroy—Your Company's Strategy." Feb 2007</p> <p>HBR: Gary L. Neilson, Karla L. Martin, and Elizabeth Powers. "The Secrets to Successful Strategy Execution." Jun 2008</p>

HBS 439

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Stress Management</p> <p>Learn the difference between positive stress that enhances productivity and negative stress that breeds tension, lowers productivity, and undercuts job satisfaction. Includes strategies for dealing with underlying causes of worry and stress, with tactical advice and coping mechanisms for immediate problem management.</p>	<p>Overload and Toxic Worry</p> <p>Positive Stress and Productive Worry</p> <p>Assessing Your Stress Level</p> <p>Taking Charge of Stress</p> <p>Turning Worry into Action</p> <p>Connecting with Others</p> <p>Connecting with Yourself</p> <p>Letting Your Body Help You Relieve Stress</p> <p>Practice Good Stress Habits</p> <p>Frequently Asked Questions</p>	<p>“The Viscious Stress Cycle”, Bronwyn Fryer, Contributing Editor, Harvard Business Review Group</p> <p>“Chop Goals Down To Size”, Stever Robbins, President, Stever Robbins, Inc.</p> <p>“Take Time to Disconnect”, Flemming Pedersen, Chief of Division, Danish Ministry of Economic & Business Affairs</p>	<p>Discussion Options:</p> <p>Mastering the Art of Positive Self-Talk</p> <p>Managing Stress in Our Group</p>	<p>Steps for quick stress reduction</p> <p>Steps for decreasing toxic worry</p> <p>Tips for managing worry</p> <p>Tips for setting stress-reducing goals</p> <p>Tips for coping with difficult coworkers</p> <p>Tips for listening effectively to a worried colleague</p> <p>Worry self-assessment</p> <p>Life changes as stressors checklist</p> <p>Workplace stress assessment</p>	<p>HMU: Judith A. Ross. “Monitor and Manage Your Stress Level for Top Performance.” Apr 2009</p> <p>HBR OnPoint EE: Edward M. Hallowell. “Overloaded Circuits: Why Smart People Underperform.” Jan 2005</p>

HBS 440

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Team Leadership</p> <p>Learn how to establish a team with the right mix of skills and personalities and create a culture that promotes collaborative work. Covers steps to leading an effective team and includes innovative, easy-to-implement self-evaluation tools.</p>	<p>What Is a Team?</p> <p>Seven Steps to an Effective Team</p> <p>Forming a Team</p> <p>Building Team Culture</p> <p>Planning for Success</p> <p>Operating As a Team</p> <p>Evaluating Performance</p> <p>Being a Team Player</p>	<p>“Not Another Flowchart!”, Jayne Johnson, Director, Learning & Development, General Electric</p> <p>“Surviving Mt. Everest”, Mike Roberto, Professor, Bryant University</p> <p>“Do Actions Speak Louder Than Words?”, Paul Michelman, Executive Editor, Harvard Business Review Group</p> <p>“Transparency”, Jacqueline Murphy, Editorial Director, Harvard Business Review Group</p>	<p>Discussion Options:</p> <p>Building a High-Performing Team Culture</p> <p>Forming a Team</p>	<p>Steps for launching a team</p> <p>Steps for building an effective team</p> <p>Steps for addressing team conflicts through private channels</p> <p>Steps for holding an open team discussion about conflicts</p> <p>Tips for creating a team charter</p> <p>Tips for defining team goals</p> <p>Tips for hosting a launch meeting</p> <p>Checklist for evaluating yourself as a team leader</p> <p>Worksheet for deciding whether to assemble a team</p> <p>Worksheet for developing a team charter</p> <p>Role clarification worksheet</p> <p>Worksheet for assessing team member's skills</p> <p>Checklist for assessing your team's goals</p>	<p>HBR: Lynda Gratton and Tamara J. Erickson. “Eight Ways to Build Collaborative Teams.” Nov 2007</p> <p>HMU: Judith A. Ross. “Make Your Good Team Great.” Dec 2008</p> <p>HBR Case: Hollis Heimbouch, Marshall Goldsmith, Nancy Bologna, Martin Puris, and Jon R. Katzenbach. “Should This Team Be Saved?” Jul 2001</p>

HBS 441

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Team Management</p> <p>Focus is essential to effective teamwork. Learn how to diagnose and overcome common problems—such as poor communication and interpersonal conflict—that can impede team progress, learn to take corrective measures to remove team problems and improve team performance.</p>	<p>Understanding How Teams Get Derailed</p> <p>Fostering Team Identity</p> <p>Helping Your Team Make Decisions</p> <p>Promoting Better Team Communication</p> <p>Resolving Team Conflicts</p> <p>Encouraging Team Participation</p> <p>Fostering Creativity in Your Team</p> <p>Helping Your Team Avoid "Groupthink"</p> <p>Improving a Team Leader's Skills</p>	<p>"Seek Feedback", Mike Roberto, Professor, Bryant University</p> <p>"Generation Gaps", Sharon Jordan-Evans, CEO, Jordan-Evans Group</p> <p>"On The Line", June Delano, Partner. ClearLake Group</p>	<p>Discussion Options:</p> <p>Selecting a Decision Process</p> <p>Managing Conflicts in Your Team</p>	<p>Steps for keeping team meetings on the right track</p> <p>Steps for resolving conflicts</p> <p>Steps for evaluating your team</p> <p>Tips for building team performance</p> <p>Tips for improving team communication</p> <p>Tips for making the most of conflict</p> <p>Tips for balancing bossing with empowering</p> <p>Team audit - how are we doing?</p> <p>Team identity assessment</p> <p>Worksheet for resolving a disagreement</p> <p>Groupthink assessment</p>	<p>HMU: Anne Field. "Diagnosing and Fixing Dysfunctional Teams." Mar 2009</p> <p>HMU: Jim Kling. "Tension in Teams." Jan 2009</p> <p>HBR Case: Sarah Cliffe, Mary Rowe, Chris McKenzie, Chuck McKenzie, Kathy Jordan, and James Waldroop. "What a Star—What a Jerk." Sep 2001</p>

HBS 442

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Time Management</p> <p>This module will help you master effective time management techniques. Learn how to analyze how you currently spend your time and pinpoint opportunities for improvement, set goals, prioritize tasks, plan your time efficiently using scheduling tools, control time-wasters, and evaluate your schedule once it is underway.</p>	<p>Why Manage Your Time?</p> <p>Identifying and Prioritizing Goals</p> <p>Breaking Goals into Tasks</p> <p>Analyzing How You Spend Your Time</p> <p>Recognizing and Defeating Common "Time-Wasters"</p> <p>Scheduling Time More Effectively</p> <p>Monitoring and Improving Your Time-Management Strategies</p> <p>Dealing with Time-Wasting Bosses</p> <p>Balancing the Demands on Your Work and Personal Time</p> <p>Helping Your Employees Manage Their Time</p>	<p>"Priorities", Stever Robbins, President, Stever Robbins Inc</p> <p>"Productivity", Aus Al-Tawil, Manager, Reservoir Characterization Dept., Saudi Aramco</p> <p>"Dinner at Six", Allison Rimm, President & CEO, Allison Rimm Associates</p> <p>-</p>	<p>Discussion Options:</p> <p>Setting Your Daily Priorities and Schedule</p> <p>Defeating Common "Time-Wasters"</p>	<p>Steps for managing your time</p> <p>Steps for saying no to your boss</p> <p>Tips for delegating</p> <p>Tips for making the most of your travel time</p> <p>Tips for getting the most from meetings</p> <p>Tips for using telework effectively</p> <p>Tips for working from home</p> <p>Worksheet for identifying and prioritizing your goals</p> <p>Worksheet for breaking goals into tasks</p> <p>Daily activity log chart</p> <p>Worksheet for identifying and evaluating time-wasters</p> <p>To-do list</p>	<p>HMU: Paul Michelman, Alistair Corbett, and Glen Williams. "Resist the Urge to Overreach—and Win Back Valuable Time." Jun 2005</p> <p>HMU: Melissa Raffoni. "Are You Spending Your Time the Right Way?" Jul 2006</p>

HBS 443

CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Virtual Teams</p> <p>Concrete suggestions for forming virtual teams, including assessing their technology and communication needs, structuring the team to build trust, and keeping the team on track.</p>	<p>Working with a Virtual Team</p> <p>Establishing a Foundation for Success</p> <p>Fostering Team Identity and Collaboration</p> <p>Aligning Team Members through Communication</p> <p>Coaching a Virtual Team</p> <p>Making Technology Decisions</p> <p>Using Technology for Live Meetings</p>	<p>“Coaching Across Cultures”, Alan Brewer, Director, Executive Development & Global Learning, Turner Broadcasting</p> <p>“When Technology Fails You”, Tsedal Neeley, Assistant Professor, Harvard Business School</p> <p>“Inconvenience Everyone Equally”, June Delano, Partner, ClearLake Group</p> <p>“Central Intelligence”, Dan Groneck, Director, Program Integration, The Boeing Company</p>	<p>Discussion Options:</p> <p>How Your Virtual Team Will Work Together</p> <p>Communication in Your Virtual Team</p>	<p>Steps for assembling a virtual team</p> <p>Steps for communicating with a virtual team</p> <p>Steps for laying a technology foundation</p> <p>Steps for creating a work plan</p> <p>Steps for creating a lending library</p> <p>Steps for maintaining version control of documents</p> <p>Tips for writing an email message</p> <p>Tips for leaving voice mail</p> <p>Tips for making conference calls</p> <p>Tips for sending faxes</p> <p>Tips for establishing a project website</p> <p>Tips for deciding which communication to use</p> <p>Contact information form for virtual team members</p> <p>Worksheet for setting up a virtual team</p> <p>Worksheet for identifying roles and responsibilities</p> <p>Culture check worksheet</p> <p>Virtual team work plan</p>	<p>HMU: Karen Boda and Rebecca Hinkle. “Five Tips for Better Virtual Meetings.” Mar 2008</p> <p>HMU: Howard M. Guttman. “Are Your Global Team Members Miles Apart?” Feb 2007</p>

HBS 444 CONTENT BY TOPIC

MODULE	CONCEPTS	LEADERSHIP INSIGHTS	DISCUSSION GUIDES	LISTS & DOWNLOADABLE TOOLS	ARTICLES & CASES INCLUDED
<p>Writing Skills</p> <p>Skillful writing helps you accomplish your business objectives and extends your influence as a manager. Learn to create clearer, more effective written communications. Includes specific guidelines for preparing memos, letters, emails, and other common business documents.</p>	<p>Understanding the Basics</p> <p>Getting Started</p> <p>Organizing Your Material</p> <p>Writing the First Draft</p> <p>Structuring Paragraphs</p> <p>Editing for Content</p> <p>Editing for Style</p> <p>Drafting E-mail</p>	<p>“Find Your Voice”, Sarah Green, Editorial Director, Harvard Business Review Group</p> <p>“High Impact E-Mail”, Deborah Dumaine, President, Better Communications</p> <p>“Writing for Strategic Advantage”, Deborah Dumaine, President, Better Communications</p> <p>“Customer Service Via E-Mail”, Deborah Dumaine, President, Better Communications</p>	<p>Discussion Options:</p> <p>Taking a “Reader-Centered” Approach</p> <p>Writing Effective E-Mail</p>	<p>Steps for planning your writing task</p> <p>Steps for editing for content</p> <p>Steps for editing for style</p> <p>Tips for using the order of importance method</p> <p>Tips for using the compare and contrast method</p> <p>Tips for writing an e-mail message</p> <p>Tips for writing a business memo</p> <p>Tips for writing a business letter</p> <p>Tips for writing a proposal</p> <p>Focus sheet™</p> <p>Document organizing guide</p> <p>Designing for visual impact reference guide</p> <p>Be your own editor checklist</p>	<p>HMCL: Holly Weeks. “The Best Memo You’ll Ever Write.” Apr 2005</p> <p>HMU: John Clayton. “Five Quick Ways to Trim—and Improve—Business Writing.” Sep 2008</p>

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Legend for Articles Included: BSR: *Balanced Scorecard Report*; HBR: *Harvard Business Review*; HMCL: *Harvard Management Communication Letter*;

Page 45 of 45

HMU: *Harvard Management Update*; Neg: *Negotiation*; S&I: *Strategy and Innovation*; SCS: *Supply Chain Strategy*