

# Content Summary by Topic

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Harvard ManageMentor® is an on-demand learning and performance support resource that delivers critical management skills when and where your leaders need them most. Harvard ManageMentor has the highest quality content—topics, videos, tools, and on-the-job activities—that engage and motivate learners. Harvard ManageMentor is fueled by the latest in thinking and proven practices from Harvard Business Publishing's world-class experts.

## TOPIC STRUCTURE

**LESSON:** Each topic contains Lessons, which are comprised of Learn, Practice, and Reflect. Some Lessons only contain a Learn section.

**PERFORMANCE GOAL:** Performance-based skills tied to each Lesson.

**LEARN:** Learn presents the key concepts of the Lesson and reinforces them with polls, callouts, infographics, tools, and handouts. The Learn content also includes short videos featuring leading global business experts and executives.

**PRACTICE:** These activities provide an opportunity to practice skills and further reinforce the learning. There is one Practice activity per performance-oriented Lesson.

**REFLECT:** Reflect provides an opportunity for a learner to reflect on the key concepts in the Lesson.

**ASSESSMENT:** The multiple-choice, scenario-based test measures comprehension of the material and one's ability to apply it.

**ON-THE-JOB:** On-The-Job helps identify opportunities to apply and develop skills that will have the most impact for the learner and their organization.

## ADDITIONAL FEATURES

**DISCUSSION GUIDES:** Managers use the Guides to lead team discussions about how the topic concepts apply to and can be used in their teams' work.

**EDITOR'S CHOICE:** Curated monthly from Harvard Business Review to bring timely and relevant articles to lessons.

**FROM THE COLLECTION:** Articles from Harvard Business Publishing experts and thought leaders.

**QUICK-READ:** The Quick-Read presents only the key concepts in a topic for a learner to review in approximately 20 minutes.

**PODCASTS:** Curated regularly from HBR to complement HMM lessons.

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>BUDGETING</b>				
<b>LESSON 1</b> Understand Budgets and Budgeting	<b>Understand Budgets and Budgeting:</b> None	<b>Opportunity vs. Cost in a New Market,</b> Blythe J. McGarvie  <b>Budget Impacts,</b> V.G. Narayanan	<b>TOOLS AND HANDOUTS</b>  Worksheet for Negotiating Your Team's Budget  Traditional & Alternative Approaches to the Budgeting Process  How Departmental Budgets Coordinate with the Master Budget  The Seven Steps of Creating an Operating Budget  Four Main Capital Budgeting Techniques  Revenue Variance Analysis	<b>FROM THE COLLECTION</b>  <b>Dynamic Forecasting: A Planning Innovation for Fast-Changing Times,</b> Bjarte Bogsnes  <b>Corporate Budgeting Is Broken—Let's Fix It,</b> Michael C. Jensen  <b>Note on Budget Formulation in Nonprofit Organizations,</b> David W. Young  <b>Deciding How to Decide,</b> Hugh Courtney, Dan Lovallo, and Carmina Clarke  <b>Note On Flexible Budgeting and Variance Analysis,</b> David W. Young  <b>Zero-based Budgeting Is Not a Wonder Diet for Companies,</b> Daniel Mahler  <b>Your Agile Project Needs a Budget, Not an Estimate,</b> Debbie Madden  <b>Four Ways to Improve Your Strategic Thinking Skills,</b> Nina Bowman  <b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 2</b> Develop an Operating Budget	<b>Develop an Operating Budget:</b> Assemble the elements of an operating budget	<b>How Not to Lose Sleep Over Your Budget,</b> Paul Biddinger  <b>Opportunity vs. Cost in a New Market,</b> Blythe McGarvie  <b>Budgeting in an Uncertain Market,</b> V.G. Narayanan  <b>Realistic Budgets,</b> Jean Capizzi  <b>Use Bad News to Your Advantage,</b> V.G. Narayanan		
<b>LESSON 3</b> Prepare a Capital Budget	<b>Prepare a Capital Budget:</b> Create a budget for capital outlays			
<b>LESSON 4</b> Understand Sensitivity Analysis and Variance	<b>Understand Sensitivity Analysis and Variance:</b> Perform budget sensitivity analysis and analyze budget variances	<b>Adapt Your Budgeting Process for Dynamic Times</b>  <b>Deciphering Cost Variance</b>	<b>DISCUSSION GUIDES</b>  Preparing Accurate Sales Volume Forecasts  Estimating Costs	
<b>LESSON 5</b> Adapt Budgeting to a Changing Environment	<b>Adapt Budgeting to a Changing Environment:</b> None	<b>The Refresher: Net Present Value</b>  <b>The Art of Contingency Planning,</b> Brian Chase  <b>The Upside of Understanding Unit Costs,</b> Bjarte Bogsnes  <b>Embrace Uncertainty,</b> Bob Kaplan		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
BUSINESS PLAN DEVELOPMENT				
<b>LESSON 1</b> Why You Need a Business Plan	<b>Why You Need a Business Plan:</b> None	<b>Planning for Success,</b> Prashant Pundrik	<b>TOOLS &amp; HANDOUTS</b> Sample Business Plan  Worksheet for Drafting an Executive Summary  Worksheet for Describing an Opportunity  Components of a Typical Business Plan	<b>FROM THE COLLECTION</b>  <b>How to Write a Great Business Plan,</b> William A. Sahlman  <b>How to Write a Winning Business Plan,</b> Stanley R. Rich, David E. Gumpert  <b>Planning with People in Mind,</b> D. Quinn Mills
<b>LESSON 2</b> Get Started on Your Plan	<b>Get Started on Your Plan:</b> Prepare to create a business plan	<b>Deviating from the Business Plan,</b> Steven Rogers  <b>Adapt to the Market,</b> Scott Anthony  <b>Crossing the River,</b> Lynda Applegate	<b>DISCUSSION GUIDES</b> Identifying Operational Success Factors  Describing Your Business Concept	<b>Writing an Executive Summary That Means Business,</b> John Clayton  <b>Understanding Financial Statements: Making More Authoritative Decisions,</b> HBS Press  <b>Rediscovering Market Segmentation,</b> Daniel Yankelovich, David Meer
<b>LESSON 3</b> Tell Your Organization's Story	<b>Tell Your Organization's Story:</b> Introduce your organization, its people, and its objectives within a business plan	<b>Fix Their Problem, Win the Deal,</b> Bill Taylor  <b>Emerging Markets,</b> Kate Sweetman  <b>Secure Your Plan with the Right Team,</b> Heide Abelli  <b>Why a Good Idea Isn't Enough,</b> Brian S. Cohen		<b>Rethinking the 4 P's,</b> Richard Ettenson, Eduardo Conrado, Jonathon Knowles
<b>LESSON 4</b> Describe the Opportunity	<b>Describe the Opportunity:</b> Indicate the opportunity and competitive differentiators within a business plan	<b>Define Success Upfront,</b> Adrian Beggan  <b>Look Beyond Obvious Risks,</b> Mihir Desai		
<b>LESSON 5</b> Document Your Marketing and Operations Plans	<b>Document Your Marketing and Operations Plans:</b> Define your approach to marketing and operations within a business plan			
<b>LESSON 6</b> Present Your Financial Analysis	<b>Present Your Financial Analysis:</b> Show your current financial status and projected results within a business plan			<b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.

CAREER MANAGEMENT					
LESSONS	PERFORMANCE GOALS	VIDEOS		TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
LESSON 1 Your Career Path	Your Career Path: None	The Art of Career Development, Gianpiero Petriglieri	Career Impasse, Timothy Butler	TOOLS & HANDOUTS	FROM THE COLLECTION
LESSON 2 Know Yourself	Know Yourself: Identify your career interests, values, and skills	Disrupt Yourself, Joanne Chang	Flipping Imposter Syndrome, Tomas Chamorro-Premuzic	Understanding Core Interests	How Will You Measure Your Life? Clayton M. Christensen
LESSON 3 Seek Career Support	Seek Career Support: Forge relationships with people who can support your career growth	What Lights Your Fire, Ariel Horn	How to Be Ready in Case of a Layoff, Christine Liu	Values Worksheet	Learn to Love Networking, Tiziana Casciaro, Francesca Gino, and Maryam Kouchaki
LESSON 4 Become an Agile Learner	Become an Agile Learner: Develop learning agility to advance your career	A Great Job Fit, Beverly Kaye	How to Really Use LinkedIn, Christine Liu	Skills Assessment	Rebounding from Career Setbacks, Mitchell Lee Marks, Philip Mirvis, and Ron Ashkenas
LESSON 5 Overcome Career Hurdles	Overcome Career Hurdles: Manage career obstacles and setbacks	My Personal Board of Directors, Christine Liu		Ask for Career Help	
		Develop Your Career Network, Elle Simone		Practicing Learning Agility	EDITOR'S CHOICE
		Learning to Learn, Erika Anderson		Worksheet for Building Learning Opportunities	Updated regularly. Currently featured articles are listed within each topic's Resources page.
		Career Crossroads, Rob Markey		Recovering from a Setback	
		The Opportunity of Being Between Jobs, Lauren Mackler		DISCUSSION GUIDES	
		Propose Your Own Job, Ariel Horn		Discover the Work You Love	
				Build Support for Your Career Path	

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
COACHING				
<b>LESSON 1</b> A Coaching Mindset	<b>A Coaching Mindset:</b> None	<b>Employees Expect Coaching</b> , Judy Shen-Filerman  <b>Coach on a Daily Basis</b> , Lauren Mackler  <b>A Learner's Mindset</b> , Nina Bowman  <b>Fail Forward, Fail Fast</b> , Shai Rasmussen  <b>Coaching in the Moment</b> , Takiyah Gross Foote  <b>Spot a Coachable Moment</b>  <b>Helene and Ines Plan Next Steps</b>  <b>New Perspective Through Reflection</b> , Shubha Shridharan  <b>How to Be a Good Listener</b> , Peter Bregman  <b>The Power of Open-Ended Questions</b> , Mason Weintraub  <b>Afraid to Damage the Relationship</b> , Joanne Chang  <b>Sangeeta Starts a Coaching Conversation</b>  <b>Sangeeta Shares Input</b>	<b>TOOLS &amp; HANDOUTS</b>  Worksheet for Challenging a Fixed Mindset  Worksheet for Creating a Coaching Action Plan  Worksheet for Coaching Meeting Notes  Hold a Coaching Conversation  Coaching Experienced Team Members vs. Newcomers  Positive Habits for Engaged Listening  Three Types of Questions  Tips for Giving Coaching Feedback  Worksheet for Giving Feedback  <b>DISCUSSION GUIDES</b>  Develop Coaching Strategies  Promote Learning Agility	<b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 2</b> Promote Learning Agility	<b>Promote Learning Agility:</b> Coach others to be agile learners			
<b>LESSON 3</b> Hold Coaching Conversations	<b>Hold Coaching Conversations:</b> Conduct "in the moment" and planned coaching conversations			
<b>LESSON 4</b> Listen and Question Effectively	<b>Listen and Question Effectively:</b> Effectively reflect, listen, ask questions, and give input while coaching			
<b>LESSON 5</b> Give Constructive Feedback	<b>Give Constructive Feedback:</b> Share input that facilitates growth			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
CUSTOMER FOCUS				
<b>LESSON 1</b> What Is Customer Focus?	<b>What Is Customer Focus?:</b> None	<b>Customer Focus Is in Our DNA</b> , Tormod Askildsen  <b>Customer Centricity</b> , Ranjay Gulati	<b>TOOLS &amp; HANDOUTS</b>  Worksheet for Defining Your Customers  Worksheet for Learning About Your Customers  Worksheet for Observing your Customers  Customer Loyalty Strategies  Worksheet for Creating Promoters  Worksheet for Identifying Opportunities to Add Value  Worksheet for Engaging Employees  Worksheet for Assessing Team Climate for Innovation	<b>FROM THE COLLECTION</b>  <b>Understanding Customer Experience</b> , Christopher Meyer, Andre Schwager  <b>The Mismanagement of Customer Loyalty</b> , Werner Reinartz, V Kumar  <b>To Keep Your Customers, Keep It Simple</b> , Patrick Spenner, Karen Freeman  <b>Silo Busting: How to Execute on the Promise of Customer Focus</b> , Ranjay Gulati
<b>LESSON 2</b> Learn About Your Customers	<b>Learn About Your Customers:</b> Learn about your customers to better meet their needs	<b>Avoid Organizational Overconfidence</b> , Mauro F. Guillén  <b>Turning Data into Value</b> , Michael Schrage  <b>Learn from Your Customer</b> , Lorraine Fox  <b>Conduct First-Hand Market Research</b> , Robyn Bolton  <b>Position for Future Markets</b> , Tamar Elkerles	Worksheet for Identifying Opportunities to Add Value  Worksheet for Engaging Employees  Worksheet for Assessing Team Climate for Innovation	<b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 3</b> Deliver Additional Value	<b>Deliver Additional Value:</b> Use customer knowledge to identify ways to deliver additional value	<b>What Customer Loyalty Means</b> , Michael Schrage  <b>The Golden Rule</b> , Fred Reichheld  <b>Don't Be Afraid to Rethink Your Services</b> , Kamaline Ramdas  <b>Why Kindness is Good Business</b> , Bill Taylor  <b>The Ripple Effect of a Great Work Culture</b> , René Carayol  <b>Improve Training with Experiential Learning</b> , Bruce Harreld  <b>Empower Your Customer-Facing Employees</b> , Chris DeRose  <b>Frontline Employees</b> , Rob Markey  <b>Tap the Wisdom of Frontline Employees</b> , Chris DeRose	<b>DISCUSSION GUIDES</b>  Building Customer Loyalty and Profitability  Getting to Know Your Customer	
<b>LESSON 4</b> Build a Customer-Focused Team	<b>Build a Customer-Focused Team:</b> Build a customer-focused team	<b>Design Touchpoints for Customer Engagement</b> , Michael Schrage  <b>Turning Hackers into Collaborators</b> , Tormod Askildsen		

LESSONS	PERFORMANCE GOALS	VIDEOS		TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DECISION MAKING					
<b>LESSON 1</b> Prepare to Make a Decision	<b>Prepare to Make a Decision:</b> Create the right context and identify objectives for the decision you are making	<b>Intuition</b> , Michael Roberto  <b>Diagnostic Thinking</b> , Ranjay Gulati  <b>Survive a Storm by Changing Course</b> , Mike Wheeler  <b>Faulty Analogies</b> , Michael Roberto  <b>Collaboration by Difference</b> , Cathy Davidson  <b>Avoid Narrow Thinking While Making Decisions</b> , Stevenson Carlebach  <b>One Frame of Reference Isn't Enough</b> , David A. Garvin  <b>Decision Making for Results</b> , Lisa Finkelstein  <b>Always Be Open to Dissenting Opinions</b> , David A. Garvin  <b>Share What's Behind a Decision</b> , Paul Biddinger, MD	<b>When IBM Changed Its Meeting Culture</b> , Bruce Harreld  <b>The Explainer: The Hidden Traps in Decision Making</b>  <b>Different Perspectives for Better Decisions</b> , Francesca Gino  <b>What Are We Not Considering?</b> , Simon Cohen  <b>Creating a Prioritization Matrix</b>  <b>The Future is a Matter of Choice</b> , Miguel Fuertes  <b>How Managers Should Use Data</b> , Thomas H. Davenport  <b>Helping Employees Navigate the Future</b> , Michelle Donnelly  <b>Learning from a Decision</b> , Tormod Askildsen	<b>TOOLS &amp; HANDOUTS</b>  Assess Your Decision-Making Process  Brainstorming Planning Worksheet  Worksheet for Assessing Alternatives  Worksheet for Communicating a Decision  Assess the Environment  Worksheet for Defining Objectives  Common Cognitive Biases  Worksheet for Promoting Inquiry  Promote Fair Decision Making  Worksheet for Creating a Prioritization Matrix  Bring the Process to Closure  Worksheet for Implementing a Decision  <b>DISCUSSION GUIDES</b>  Generating and Evaluating Alternatives  Moving Toward Closure	<b>FROM THE COLLECTION</b>  <b>Who Has the D? How Clear Decision Roles Enhance Organizational Performance</b> , Paul Rogers, Marcia Blenko  <b>Why Good Leaders Make Bad Decisions</b> , Andrew Campbell, Jo Whitehead, Sydney Finkelstein  <b>Conquering a Culture of Indecision</b> , Ram Charan  <b>The Hidden Traps in Decision Making</b> , John S. Hammond, Ralph L. Keeney, and Howard Raiffa  <b>Making Dumb Groups Smarter: The New Science of Decision Making</b> , Cass R. Sunstein and Reid Hastie  <b>What You Don't Know About Making Decisions</b> , David A. Garvin and Michael A. Roberto  <b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.



LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DIVERSITY, INCLUSION, AND BELONGING				
<b>LESSON 1</b> What Diversity Is—and Why It Matters	<b>What Diversity Is—and Why It Matters:</b> Sharpen your awareness of what diversity is, why it matters, and how to have more courageous conversations about it	<b>The Layers of Diversity</b>  <b>Engage People with Disabilities,</b> Maysoon Zayid  <b>Yes, You Are Biased—Here's What To Do About It,</b> Vernā Myers  <b>The Tailwinds of Privilege,</b> Vernā Myers  <b>What Allyship Looks Like,</b> Felicia Jadczak  <b>Collective Genius,</b> Pamela Rucker  <b>Stand Up for Everyone on Your Team—Even When It's Hard,</b> Lily Zheng  <b>You Said Something Insensitive. Now What?</b> Felicia Jadczak  <b>Advocate for Women—Especially Women of Color,</b> Octavia Goredema  <b>How Men Can Stand Up for Women at Work,</b> Brad Johnson  <b>Turn Microaggressions into Learning Moments,</b> Ellen Bailey  <b>Commit to Creating Inclusion Every Day,</b> Bryan Simmons  <b>Tactics for Creating an Inclusive Workplace,</b> Hubert Joly  <b>Equity Means Challenging the Status Quo,</b> Mia Olufemi	<b>TOOLS &amp; HANDOUTS</b>  Inclusive Hiring Practices  Interrupting Bias in Meetings  How to Start a Conversation About Diversity  How to Become a Diversity Advocate  How to Include Everyone in a Discussion  Deepen Your Understanding of Others' Experiences  Promote Diversity Awareness and Education  Tips for Responding to Microaggressions	<b>FROM THE COLLECTION</b>  <b>"Getting Serious About Diversity: Enough Already with the Business Case",</b> Robin J. Ely, David A. Thomas  <b>How the Best Bosses Interrupt Bias on Their Teams,</b> Joan C. Williams, Sky Mihaylo  <b>Toward a Racially Just Workplace,</b> Lauren Morgan Roberts, Anthony J. Mayo  <b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 2</b> Understand and Counter Bias	<b>Understand and Counter Bias:</b> Interrupt bias in hiring, managing, and developing your team			
<b>LESSON 3</b> Lead Inclusively	<b>Lead Inclusively:</b> Cultivate an inclusive team environment where everyone feels valued, respected, and heard			
<b>LESSON 4</b> Become a Diversity Advocate	<b>Become a Diversity Advocate:</b> Be an advocate for your team members, enabling them to feel safe enough to bring their whole selves to work			
<b>LESSON 5</b> Advance Your Organization's Diversity Efforts	<b>Advance Your Organization's Diversity Efforts:</b> Support and enhance your organization's efforts towards diversity, inclusion, and belonging		<b>DISCUSSION GUIDES</b>  Explore Why Diversity Matters  Understand and Counter Bias	



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ETHICS AT WORK				
<b>LESSON 1</b> Understand Workplace Ethics	<b>Understand Workplace Ethics:</b> None	<b>Ethical Ambiguity</b> , Jeffrey L. Seglin  <b>Good Leaders Admit Mistakes</b> , Sheila Marcelo  <b>Overclaiming Credit</b> , Max Bazerman  <b>Manage Through Moral Gray Zones</b> , Michael Anteby  <b>Share What's Behind a Decision</b> , Paul Biddinger, MD  <b>Design an Organization that Makes a Difference</b> , Christian Busch  <b>Use Values in Decision Making</b> , Richard Gochnauer  <b>Own Your Mistakes</b> , Edward Ludwig  <b>Should You Lie to Save Your Company?</b> , Jeffrey L. Seglin  <b>Ethical Fading</b> , Max Bazerman  <b>A Brief History of Doing Well By Doing Good</b> , Nancy F. Koehn	<b>TOOLS &amp; HANDOUTS</b>  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  Making Right vs. Wrong Decisions  <b>DISCUSSION GUIDES</b>  Evaluating and Testing a Proposed Solution  Gathering the Facts of an Ethical Dilemma	<b>FROM THE COLLECTION</b>  <b>What's Needed Next: A Culture of Candor</b> , James O'Toole and Warren Bennis  <b>Ethical Breakdowns</b> , Max Bazerman and Ann Tenbrunsel  <b>Values in Tension: Ethics Away from Home</b> , Thomas Donaldson  <b>Ethical Conflicts at Enron: Moral Responsibility in Corporate Capitalism</b> , Sherron S. Watkins  <b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 2</b> Resolve Ethical Dilemmas	<b>Resolve Ethical Dilemmas:</b> Apply a framework for resolving right-versus-right ethical dilemmas			
<b>LESSON 3</b> Foster Integrity	<b>Foster Integrity:</b> Build a culture of integrity at work			
<b>LESSON 4</b> Why Good Managers Behave Badly	<b>Why Good Managers Behave Badly:</b> None			
<b>LESSON 5</b> Apply Ethics Across Borders	<b>Apply Ethics Across Borders:</b> Make ethical decisions across borders			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
FEEDBACK ESSENTIALS				
<b>LESSON 1</b> Why People Avoid Feedback	<b>Why People Avoid Feedback:</b> None	<b>Real-Time Feedback</b> , Sharon Grady  <b>The Power of Feedback</b> , Larry Kaye  <b>Feedback is a Two-Way Street</b> , Ellen Langer  <b>Make Employees Responsible for Outcomes</b> , Dick Grote  <b>You Can Do Anything!</b> , Tammy Erickson	<b>TOOLS &amp; HANDOUTS</b>  Worksheet for Developing a Feedback Mindset  Worksheet for Preparing to Give Feedback  Worksheet for Evaluating Your Feedback  Four Personality Styles	<b>FROM THE COLLECTION</b>  <b>Fear of Feedback</b> , Jay Jackman and Myra Strober  <b>Block That Defense: How to Make Sure Your Constructive Criticism Works</b> , Anne Field  <b>Getting 360-Degree Feedback Right</b> , Maury Peiperl  <b>What to Ask the Person in the Mirror</b> , Robert Steven Kaplan
<b>LESSON 2</b> Give Effective Feedback	<b>Give Effective Feedback:</b> Give effective feedback	<b>Listen with Empathy to Improve Performance</b> , Gopal Iyer	<b>DISCUSSION GUIDES</b>  Prepare to Give Feedback	<b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 3</b> Customize Feedback	<b>Customize Feedback:</b> Tailor feedback to the individual	<b>How to Request a Behavior Change</b> , Sharon Grady	Receiving Feedback	
<b>LESSON 4</b> Create a Supportive Environment	<b>Create a Supportive Environment:</b> Create an environment that encourages improvement through feedback	<b>Create Rules to Unify Your Team</b> , Greg W. Madsen  <b>Leading Like A Swan</b> , Gill Rider		
<b>LESSON 5</b> Seek Feedback	<b>Seek Feedback:</b> Seek feedback to improve your performance	<b>Conduct an Informal 360</b> , Scott Edinger  <b>Listen Carefully to Your Employees' Feedback</b> , Hans Eben  <b>Stay Open When Receiving Feedback</b> , Stevenson Carlebach		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
GLOBAL COLLABORATION				
<b>LESSON 1</b> Do Business Across Borders	<b>Do Business Across Borders:</b> None	<b>Why You Should Work Abroad</b> , Tara Levine  <b>Compare Cultures to Understand Your Own</b> , Anna Tavis	<b>TOOLS &amp; HANDOUTS</b>  Worksheet for Understanding Another Culture	<b>FROM THE COLLECTION</b>  <b>Cultural Intelligence</b> , P. Christopher Earley and Elaine Mosakowski
<b>LESSON 2</b> Boost Your Cultural Intelligence	<b>Boost Your Cultural Intelligence:</b> Improve your ability to respond appropriately in a different culture	<b>Three Ways to Think About Cultural Differences</b> , Gene Daley  <b>Bridging Two Kinds of Cultural Differences</b> , Blythe J. McGarvie	Form for Sharing Participants' Expertise and Interests  Worksheet for Negotiating Across Cultures	<b>Can Absence Make a Team Grow Stronger?</b> , Ann Majchrzak, Arvind Malhotra, Jeffrey Stamps, Jessica Lipnack
<b>LESSON 3</b> Build Trust Among Collaborators	<b>Build Trust Among Collaborators:</b> When teammates lack trust, collaboration suffers. Learn three critical strategies for cultivating trust among global team members.	<b>Forging a New Global Comfort Zone</b> , Janis Fratamico  <b>How to Build Trust on Your Virtual Team</b> , Keith Ferrazzi	Worksheet for Aligning a Global Team  Global Collaboration Challenges	<b>Contextual Intelligence</b> , Tarun Khanna
<b>LESSON 4</b> Negotiate Across Cultures	<b>Negotiate Across Cultures:</b> Reach agreements across cultures	<b>How Empathy Can Launch a Conversation</b> , Antonio Alves  <b>The Value of Asking Open-Ended Questions</b> , Audrey J. Lee	<b>DISCUSSION GUIDES</b>  Building Trust Among Global Collaborators  Cultivate Cultural Intelligence	<b>Global Business Speaks English</b> , Tsedal Neeley
<b>LESSON 5</b> Overcome Language Barriers	<b>Overcome Language Barriers:</b> Minimize language barriers between global collaborators	<b>The Benefits of Mastering Another Language</b> , Tomislav Mihaljevic  <b>Language Policies</b> , Tsedal Neeley		
<b>LESSON 6</b> Transcend Physical Distance	<b>Transcend Physical Distance:</b> Overcome physical distance challenges of global collaborations	<b>Inconvenience Everyone Equally</b> , June Delano  <b>Maintain Momentum with Focused Meetings</b> , Ray Sheen		
<b>LESSON 7</b> Align a Global Team	<b>Align a Global Team:</b> Align a global team to achieve a common goal	<b>Educate Your Teams</b> , Victor Equisoain  <b>Position Your International Team for Success</b> , Antonio Alves  <b>On the Line</b> , June Delano  <b>Experimenting with Team Leadership</b> , Ismail Albaidhani		

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INNOVATION AND CREATIVITY				
<b>LESSON 1</b> Innovation for All	<b>Innovation for All:</b> None	<b>Yes, and...</b>  <b>Observe First, Innovate Second</b> , Lee Moreau  <b>How to Spot Innovation Opportunities</b> , Ashley Welch  <b>30 Circles</b>  <b>Mind Mapping</b>	<b>TOOLS &amp; HANDOUTS</b>  Worksheet for Spotting Innovation Opportunities  Worksheet for Unlocking Curiosity  Guide to Spotting Innovation Opportunities  Guide to Mind Mapping  Spark Innovation Ideas  Worksheet for Taking a Smart Risk	<b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 2</b> Unlock Curiosity	<b>Unlock Curiosity:</b> Unlock curiosity at work	<b>Let Your Mind Wander</b> , Karen Dillon  <b>Is Your Idea a Winner</b> , Hitendra Patel  <b>Get Comfortable with Risk</b> , Karen Dillon	<b>DISCUSSION GUIDES</b>  Making Curiosity and Creativity a Habit  Collaborating to Innovate	
<b>LESSON 3</b> Make Creative Connections	<b>Make Creative Connections:</b> Develop innovative ideas	<b>Recognize a Smart Risk</b> , Pamela Rucker  <b>A Game Plan for Setbacks</b> , Pamela Rucker  <b>The Untold Story of Penicillin</b>		
<b>LESSON 4</b> Take Smart Risks	<b>Take Smart Risks:</b> Take business-appropriate risks	<b>Collective Genius</b> , Pamela Rucker  <b>Tap Your Talent</b> , Thomas Wedell-Wedellsborg  <b>The Common Information Effect</b> , Amy Edmondson		
<b>LESSON 5</b> Collaborate to Innovate	<b>Collaborate to Innovate:</b> Innovate through collaboration			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
LEADING PEOPLE				
<b>LESSON 1</b> How Will You Lead?	<b>How Will You Lead?</b> Deepen your understanding of what an effective leader does—and doesn't—do	<b>How Successful Leaders Empower Others</b> , Anne Morriss and David Blades  <b>What I Learned About Being a Leader</b> , Ellen Bailey	<b>TOOLS &amp; HANDOUTS</b>  Strategies to Bring Calm and Focus  Evaluate Your Emotional Intelligence Capabilities  Rebuild Broken Trust  Empower Your Team to Speak Up  Guide to Communication Tools	<b>FROM THE COLLECTION</b>  <b>Are You a Good Boss or a Great One?</b> Linda A. Hill, Kent Lineback  <b>Do You Really Trust Your Team? (And Do They Trust You?)</b> , Amy Jen Su  <b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 2</b> Define Yourself as a Leader	<b>Define Yourself as a Leader:</b> Identify what you value as a leader and the vision you're working to achieve	<b>Stay True to Your Values</b> , Bryan Simmons  <b>What Do You Stand For?</b> Nina Bowman	Build Trust to Improve Performance  Foster Effective Communication in Dispersed Teams	
<b>LESSON 3</b> Lead with Emotional Intelligence	<b>Lead with Emotional Intelligence:</b> Accomplish results by managing your emotions and by cultivating positive relationships	<b>Can You Lead Without Authority?</b> Anne Morriss  <b>Put Empathy into Action</b> , Bryan Simmons		
<b>LESSON 4</b> Build Mutual Trust on Your Team	<b>Build Mutual Trust on Your Team:</b> Build mutual trust and take steps to restore trust if it's been broken	<b>What It Takes to Maintain Trust</b> , Frances Frei  <b>You've Lost Your Team's Trust. What's Next?</b> Octavia Goredema		
<b>LESSON 5</b> Empower Everyone You Lead	<b>Empower Everyone You Lead:</b> Create an inclusive environment in which everyone can perform at their best and grow in their role	<b>Invite All Voices into the Conversation</b> , Mia Olufemi  <b>Gain a Reputation as a Great Boss</b> , Chris Yeh		
<b>LESSON 6</b> Inspire Collaboration Across Distance	<b>Inspire Collaboration Across Distance:</b> Help your team connect and collaborate, even when everyone isn't in the same place	<b>Inclusive Teams Are High Performing Ones</b> , Jason Wong  <b>Unite Your Team Across Distance</b> , Lily Zheng  <b>Connect with Your Team—No Matter Where They Are</b> , Felicia Jadcazk		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PERFORMANCE APPRAISAL				
<b>LESSON 1</b> Why Conduct Performance Appraisals?	<b>Why Conduct Performance Appraisals?:</b> None	<b>Cumulative Conversations</b> , June Delano  <b>The Value of an Honest Performance Review</b> , Dick Grote  <b>Performance Reviews Shouldn't Be Surprising</b> , Enrique Dilone  <b>Be Aware of Your Biases</b> , V.G. Narayanan  <b>Listen with Empathy to Improve Performance</b> , Gopal Iyer  <b>Feedback Sparks Growth</b> , Robin Jarvis  <b>Contributions of Significance</b> , Doug Conant  <b>Provide Balanced Feedback on Employees' Performance</b> , Jeni Hardner  <b>Employee Action Plans</b> , Alan Brewer  <b>Set Clear Goals for Employees Before Performance Appraisals</b> , Jeni Hardner  <b>The Best Feedback Includes an Action Plan</b> , Marta Mitsumori	<b>TOOLS &amp; HANDOUTS</b>  Performance Appraisal Preparation Checklist  Worksheet for Preparing Performance Appraisal Feedback  Individual Development Plan Form  Avoid Common Rating Errors  <b>DISCUSSION GUIDES</b>  Documenting Employee Performance  Tackling Performance Appraisal Challenges	<b>FROM THE COLLECTION</b>  <b>Creating Sustainable Performance</b> , Gretchen Spreitzer and Christine Porath  <b>Appraisal of What Performance?</b> , Harry Levinson  <b>Employee Motivation: A Powerful New Model</b> , Nitin Nohria, Boris Groysberg, Linda-Eling Lee  <b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 2</b> Prepare for a Performance Appraisal Meeting	<b>Prepare for a Performance Appraisal Meeting:</b> Prepare for a performance appraisal meeting with a direct report			
<b>LESSON 3</b> Conduct a Performance Appraisal Meeting	<b>Conduct a Performance Appraisal Meeting:</b> Conduct a performance appraisal meeting with a direct report			
<b>LESSON 4</b> Monitor an Employee's Progress	<b>Monitor an Employee's Progress:</b> Monitor an employee's progress on performance goals			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PROCESS IMPROVEMENT				
<b>LESSON 1</b> Understand Business Process Improvement	<b>Understand Business Process Improvement:</b> None	<b>Fixing Potholes</b> , Robert Kaplan  <b>Distinguish Good Failures from Bad Ones</b> , Amy Edmondson  <b>The Best Response to Customer Complaints</b> , Nirmalya Kumar	<b>TOOLS &amp; HANDOUTS</b>  Worksheet for Planning a Process Improvement  Customer Feedback Form  Worksheet for Process Benchmarking  Flowchart Symbols	<b>FROM THE COLLECTION</b>  <b>How Process Enterprises Really Work</b> , Michael Hammer, Steven Stanton  <b>The Why, What, and How of Management Innovation</b> , Gary Hamel
<b>LESSON 2</b> Plan a Process Improvement	<b>Plan a Process Improvement:</b> Plan a business process improvement	<b>The 5 Whys</b> , Eric Ries  <b>Empower Your Customer-Facing Employees</b> , Chris DeRose  <b>Five Ways to Measure Performance</b> , Stacey Barr	<b>DISCUSSION GUIDES</b>  Prioritizing Process Improvement Efforts  Analyzing a Problem Process	<b>Fixing Health Care from the Inside, Today</b> , Steven J. Spear
<b>LESSON 3</b> Analyze the Process	<b>Analyze the Process:</b> Analyze a business process	<b>Use “Social Proof” to Change Behavior</b> , Thomas Wedell-Wedellsborg  <b>Haste Makes Waste</b> , Esther Alegria		<b>Reengineering Work: Don’t Automate, Obliterate</b> , Michael Hammer
<b>LESSON 4</b> Redesign the Process	<b>Redesign the Process:</b> Redesign a business process	<b>Simplicity</b> , Srikanth Kommu  <b>Getting a Return on Improvement</b> , Jim Lancaster		
<b>LESSON 5</b> Implement the New Process	<b>Implement the New Process:</b> Implement a redesigned business process			
<b>LESSON 6</b> Continually Improve the Process	<b>Continually Improve the Process:</b> Continually measure, monitor, and adjust a business process			<b>EDITOR’S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic’s Resources page.



LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
RETAINING EMPLOYEES				
<b>LESSON 1</b> Understanding Employee Retention	<b>Understanding Employee Retention:</b> None	<b>Find Meaning at Work</b> , Peter Dunn,  <b>Competition Gone Wrong</b> , Leslie John  <b>Open Door Communication</b> , Robert Chavez	<b>TOOLS &amp; HANDOUTS</b>  Guide for Conducting a Stay Interview and Sculpting a Job  Worksheet to Improve Your Microculture  Tailor the Burnout Remedy	<b>FROM THE COLLECTION</b>  <b>Job Sculpting: The Art of Retaining Your Best People</b> , Timothy Butler and James Waldroop  <b>Do Your Employees Feel Respected?</b> , Peter Cappelli
<b>LESSON 2</b> Hire Right	<b>Hire Right:</b> Attract high-performing employees who are likely to stay and thrive in your organization	<b>Uncovering Passion</b> , Timothy Butler  <b>The Right Stuff</b> , Sharon Jordan-Evans  <b>The Stay Interview</b> , Sharon Jordan-Evans	<b>DISCUSSION GUIDES</b>  Hire People Who Will Stay  Keep Your Best Employees on Board	<b>Why Are We Losing All Our Good People?</b> , Edward E. Lawler III, Jim Cornelius, F. Leigh Branham, Anna Pringle, Jean Martin
<b>LESSON 3</b> Create Great Jobs	<b>Create Great Jobs:</b> Give employees opportunities for personally meaningful work	<b>Express Gratitude</b> , Beverley Kaye  <b>Value Your Employees as Individuals</b> , Susan David		
<b>LESSON 4</b> Create a Great Culture	<b>Create a Great Culture:</b> Establish a group culture that encourages retention	<b>Give People Credit</b> , Steve Kerr  <b>The Power of Stories in Corporate Culture</b> , Peter Bregman  <b>Know the Signs of Burnout</b> , Lauren Mackler		
<b>LESSON 5</b> Personalize Engagement	<b>Personalize Engagement:</b> Use personalized strategies to engage and retain employees	<b>A New Way to Prevent Employee Exhaustion</b> , Jochen Menges  <b>What Employees Value</b> , Sharon Jodan-Evans		
<b>LESSON 6</b> Manage At-Risk Employees	<b>Manage At-Risk Employees:</b> Prevent burnout and minimize key employee attrition	<b>Be Real with Your Team</b> , Shai Rasmussen  <b>Accelerating Talent Development</b> , Christopher Yeh  <b>Value Your Employees as Individuals</b> , Susan David		<b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.

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STRATEGIC THINKING				
<b>LESSON 1</b> Understand the Big Picture	<b>Understand the Big Picture:</b> None	<b>Why Everyone Needs to Think Strategically</b> , Nina Bowman  <b>How Can I Be More Strategic?</b>  <b>Listen for Opportunities</b> , Brett Vankoski  <b>The Art of Asking Questions</b>  <b>Strengthen Your Thinking by Inviting Dissent</b> , Nina Bowman	<b>TOOLS &amp; HANDOUTS</b>  Strategic Thinking Self-Assessment  Link Your Work to Big-Picture Trends  Sample Strategic Questions  Challenge Your Assumptions  Explore Future Scenarios   <b>DISCUSSION GUIDES</b>  Looking Toward the Future  Exploring Trends and Possibilities	<b>EDITOR'S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic's Resources page.
<b>LESSON 2</b> Explore Key Trends	<b>Explore Key Trends:</b> Spot trends in and out of your organization			
<b>LESSON 3</b> Challenge Your Assumptions	<b>Challenge Your Assumptions:</b> Break down any biases and assumptions that prevent you from identifying new possibilities.	<b>Yes, And</b>		
<b>LESSON 4</b> Anticipate Opportunities and Threats	<b>Anticipate Opportunities and Threats:</b> Practice seeing opportunities and threats before they happen.			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
TEAM CREATION				
<b>LESSON 1</b> What Is a Team	<b>What Is a Team:</b> None	<b>Be Less of a Boss and More of a Coach</b> , Teri Mendelsohn  <b>The Foundation of Great Teamwork</b> , Lisa Finkelstein	<b>TOOLS &amp; HANDOUTS</b>  Worksheet for Deciding Whether to Create a Team  Checklist for Evaluating Yourself as a Team Leader  Checklist for Assessing Team Goals  Worksheet for Determining Skill Gaps	<b>FROM THE COLLECTION</b>  <b>The Discipline of Teams</b> , Jon R. Katzenbach and Douglas K. Smith  <b>Why Teams Don't Work</b> , J. Richard Hackman, Diane Coutu  <b>Making Star Teams Out of Star Players</b> , Michael Mankins, Alan Bird, and James Root
<b>LESSON 2</b> Form a Team	<b>Form a Team:</b> Identify the right members for a team.	<b>Tune Into the Skills Your Team Offers</b> , Carol Kauffman  <b>Hiring a Top Team</b> , Neil Gaydon	<b>DISCUSSION GUIDES</b>  Building a High-Performing Team Culture  Forming a Team	<b>The New Science of Building Great Teams</b> , Alex Pentland  <b>Eight Ways to Build Collaborative Teams</b> , Lynda Gratton and Tamara J. Erickson
<b>LESSON 3</b> Establish Accountability	<b>Establish Accountability:</b> Establish success measures, plan, and team charter.	<b>Reorganize a Team for More Impact</b> , Teri Mendelsohn  <b>Determine Your Preferred Communication Style</b> , Audrey Lee		
<b>LESSON 4</b> Plan Team Communication	<b>Plan Team Communication:</b> Develop an effective team communication plan.	<b>How To Build Trust On Your Virtual Team</b> , Keith Ferrazzi  <b>Central Intelligence</b> , Dan Groneck		
<b>LESSON 5</b> Build Team Culture	<b>Build Team Culture:</b> Build team commitment and establish productive team norms.	<b>Inconvenience Everyone Equally</b> , June Delano  <b>When Technology Fails You</b> , Tsedal Neeley  <b>Create Rules to Unify Your Team</b> , Gregory W. Madsen		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
TEAM MANAGEMENT				
<b>LESSON 1</b> Set Your Team Up for Success	<b>Set Your Team Up for Success:</b> Gather the right people around a compelling mission and help them move quickly to performing at full speed	<b>Lead Your Team to Peak Performance</b>  <b>Successfully Launch a New Team</b> , Danielle Eldridge  <b>Overcoming “Dead Air” in Your Meetings</b> , Danielle Eldridge, Ryan Kehr  <b>How to Build and Regain Trust</b> , Christine Liu  <b>Make Good Team Decisions</b> , Amy Edmondson  <b>Beyond Burned Out</b>  <b>When Conflict Is Constructive and When It’s Not</b> , Liane Davey  <b>Disagree Without Being Disagreeable</b> , Scott Anthony  <b>Share the Gift of Team Knowledge</b> , Scott Anthony  <b>Create a Culture of Feedback on Your Team</b> , Liane Davey  <b>Recognize and Reward Your Team</b> , Monique Valcour	<b>TOOLS &amp; HANDOUTS</b>  Launch a New Team  Tips for Building Trust on Your Team  Do’s and Don’ts for Onboarding New Team Members  Common Decision-Making Approaches  Assess Your Decision-Making Process  Capture Lessons Learned  Ask for Feedback  <b>DISCUSSION GUIDES</b>  Build Inclusive Hybrid Teams  Run Effective Team Meetings	<b>FROM THE COLLECTION</b>  <b>Cracking the Code of Sustained Collaboration</b> , Francesca Gino  <b>Collaboration Overload Is Sinking Productivity</b> , Rob Cross, Mike Benson, Jack Kostal, and RJ Milnor  <b>An Exercise to Help Your Team Feel More Comfortable with Conflict</b> , Liane Davey  <b>EDITOR’S CHOICE</b>  Updated regularly. Currently featured articles are listed within each topic’s Resources page.
<b>LESSON 2</b> Strengthen Team Collaboration	<b>Strengthen Team Collaboration:</b> Boost collaboration by coaching team members to listen, empathize, and get comfortable with feedback			
<b>LESSON 3</b> Achieve More of What Matters as a Team	<b>Achieve More of What Matters as a Team:</b> Enhance your team’s productivity without causing burnout			
<b>LESSON 4</b> Lead Your Team Through Conflict	<b>Lead Your Team Through Conflict:</b> Help team members resolve conflict and debate and disagree productively			
<b>LESSON 5</b> Navigate Team Transitions	<b>Navigate Team Transitions:</b> Support your team through transitions, including changes in direction, arrivals and departures of members, and disbanding			
<b>LESSON 6</b> Measure and Boost Team Performance	<b>Measure and Boost Team Performance:</b> Improve your team’s performance by setting motivating goals, defining performance metrics, and fostering accountability			