

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 three sections: 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

DEVELOP OTHERS: Managers use the Develop Others materials to lead team discussions about how the topic concepts apply to and can be used in their teams' work.

EDITOR'S CHOICE: Regularly updated curated content from trusted sources across the web.

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.

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
BUSINESS CASE DEVELOPMENT				
<p>LESSON 1 Understand Business Cases</p> <p>LESSON 2 Define the Opportunity</p> <p>LESSON 3 Explore Options</p> <p>LESSON 4 Analyze Alternatives</p> <p>LESSON 5 Assess Risks</p> <p>LESSON 6 Create an Implementation Plan</p> <p>LESSON 7 Communicate Your Case</p>	<p>Understand Business Cases: None</p> <p>Define the Opportunity: Define the opportunity you want to pursue when building a business case</p> <p>Explore Options: Explore alternatives for addressing an opportunity when building a business case</p> <p>Analyze Alternatives: Analyze alternatives for your business case and identify the best option</p> <p>Assess Risks: Assess the risks associated with your business case proposal</p> <p>Create an Implementation Plan: Create an implementation plan for your business case proposal</p> <p>Communicate Your Case: Present your business case to decision makers</p>	<p>Intro to Business Case Development, Lynda Applegate</p> <p>Create and Deliver a Strong Business Case, Eddie Yoon</p> <p>Making Your Ideas Credible, Prashant Pundrik</p> <p>Three Principles to Win Executive Approval, Brad Holst</p> <p>Five Ways to Measure Performance, Stacey Barr</p> <p>Opportunity vs. Cost in a New Market, Blythe J. McGarvie</p> <p>Customer Input, Scott Anthony</p> <p>Juggling Growth and Brand Identity, Seth Goldman</p> <p>Experiment to Learn About Your Market, Robyn Bolton</p> <p>When the Better Market Is Risky, Antonio Alves</p> <p>Craft a Story to Sell Your Business Case, Ray Sheen</p> <p>How to React Non-Defensively, Brad Holst</p>	<p>TOOLS & HANDOUTS</p> <p>Sample Business Case</p> <p>Business Case Template</p> <p>Worksheet for Defining an Opportunity and Generating Alternatives</p> <p>Project Implementation Tracking Form</p> <p>Checklist for Presenting a Business Case</p> <p>Make Your Case With Visuals</p> <p>DISCUSSION GUIDES</p> <p>Assessing and Mitigating Risks</p> <p>Generating Alternatives</p>	<p>FROM THE COLLECTION</p> <p>Reinventing Your Business Model, Clayton Christensen, Mark W. Johnson, and Henning Kagermann</p> <p>Breakthrough Thinking from Inside the Box, Kevin P. Coyne, Patricia Gorman Clifford, and Renee Dye</p> <p>Innovation Killers: How Financial Tools Destroy Your Capacity to Do New Things, Clayton Christensen, Stephen Kaufman, and Willy Shih</p> <p>Writing an Executive Summary That Means Business, John Clayton</p> <p>How to Save Good Ideas, John Kotter</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

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

LESSONS	PERFORMANCE GOALS	VIDEOS		TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
CAREER MANAGEMENT					
LESSON 1 Chart Your Career Path	Chart Your Career Path: None	Introduction to Career Management , Judy Shen-Filerman Own Your Development , Doug Conant	Lateral Career Moves and Learning , Vinod Parmeshwar Learn from Successes , Ranjay Gulati	TOOLS & HANDOUTS Career Self-Assessment Worksheet Discovery Log	FROM THE COLLECTION The Corporate Lattice: The Three Lattice Ways-to Build Careers, to Work, and to Participate , Cathleen Benko and Molly Anderson
LESSON 2 Know Yourself	Know Yourself: Identify your career interests, values, and skills	The Changing Career Landscape The Art of Career Development , Gianpiero Petriglieri	Learning to Learn , Erika Andersen Job Crafting to Develop Learning , Judy Shen-Filerman	Understand Core Interests Work Values Worksheet	How Will You Measure Your Life? Clayton M. Christensen
LESSON 3 Forge Relationships	Forge Relationships: Forge relationships with people who can support your career growth	A Great Job Fit , Beverly Kaye Find Your Passion to Guide Your Career , Robert Steven Kaplan	In Praise of Non-Linear Career Moves , Vince Forlenza Career Crossroads , Rob Markey	Skills Assessment Worksheet Ask for Career Help Practicing Learning Agility	Reaching Your Potential , Robert S. Kaplan Learn to Love Networking , Tiziana Casciaro, Francesca Gino, and Maryam Kouchaki
LESSON 4 Develop Learning Agility	Develop Learning Agility: Develop learning agility to advance your career	Advance Your Career with a Personal Brand , Catherine Kaputa Find a Company That Fits , Anna Harper-Hess	Are You Prepared for a Global Assignment? Andy Molinsky The Opportunity of Being Between Jobs , Lauren Mackler	Building Learning Opportunities Worksheet Exploring Career Options Worksheet	Turn the Job You Have into the Job You Want , Amy Wrzesniewski, Justin M. Berg, and Jane E. Dutton
LESSON 5 Explore Opportunities	Explore Opportunities: Identify and pursue opportunities for career growth	Keep in Touch Over the Years , Linda Hill Seek Mentors Who Expand Your Comfort Zone , David Lammy	The Journey After a Setback , Cherie Matthews Career Impasse , Timothy Butler	Recovering from a Career Setback Helping Employees Clarify their Goals Worksheet	Rebounding from Career Setbacks , Mitchell Lee Marks, Philip Mirvis, and Ron Ashkenas
LESSON 6 Overcome Career Setbacks	Overcome Career Setbacks: Manage career obstacles and setbacks	Finding a Sponsor , Judy Shen-Filerman Make a Mentor Connection , Blythe McGarvie	Don't Kill Your Employees' Dreams , Whitney Johnson Genuinely Listen , Robin Jarvis		How to Stay Stuck in the Wrong Career , Herminia Ibarra
LESSON 7 Help Others Manage Their Careers	Help Others Manage Their Careers: Help others manage their careers		Team Job Crafting , Carol Kauffman	DISCUSSION GUIDES Discover the Work You Love Support Employees' Career Development	EDITOR'S CHOICE Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
CHANGE MANAGEMENT				
LESSON 1 Understand Change	Understand Change: None	Introduction to Change Management Lead Cultural Change Through Action, Bruce Harreld Fear of Reinvention, Scott Anthony Know When You Can't Lead Change, Veronica Hope Hailey	TOOLS & HANDOUTS Self-Assessment for Change Managers Worksheet to Prepare Your Group for Change Worksheet for Communicating Change Worksheet for Addressing Resistance	FROM THE COLLECTION Leading Change: Why Transformation Efforts Fail, John P. Kotter Cultural Change That Sticks, Jon Katzenbach The Network Secrets of Great Change Agents, Julie Battilana and Tiziana Casciaro Cracking the Code of Change, Michael Beer and Nitin Nohria Accelerate!, John P. Kotter Decoding Resistance to Change, Jeffrey Ford and Laurie Ford New Leadership Role? Get Early Wins, Michael Watckins
LESSON 2 Become Change-Ready	Become Change-Ready: Maintain a high level of change-readiness	Prepare Your Brain for Change, Margaret Moore Setting the Stage for Change, Amy Edmondson	DISCUSSION GUIDES Communicating a Shared Vision Addressing Reactions to Change	EDITOR'S CHOICE Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.
LESSON 3 Initiate Change	Initiate Change: Initiate and lead a change effort	Stay Calm in a Stressful Moment, Sharon Grady Start a Turnaround with a Strategy Map, Tiziana Dearing		
LESSON 4 Implement Change	Implement Change: Implement change efforts	Use "Social Proof" to Change Behavior, Thomas Wedell-Wedellsborg Live the Vision, Neil Gaydon Process Emotions Effectively to Manage Change, Susan David The Challenge of Change, Amy Edmondson		
LESSON 5 Address Resistance	Address Resistance: Overcome resistance to change in your group	How to Approach a Resistor, Sharon Grady		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
COACHING				
<p>LESSON 1 Adopt a Coaching Mindset</p>	<p>Adopt a Coaching Mindset: None</p>	<p>Introduction to Coaching</p> <p>Employees Expect Coaching, Judy Shen-Filerman</p> <p>Coach on a Daily Basis, Lauren Mackler</p>	<p>TOOLS & HANDOUTS</p> <p>Steps in a Coaching Conversation</p> <p>Worksheet for Creating a Coaching Action Plan</p>	<p>FROM THE COLLECTION</p> <p>4 Reasons Managers Should Spend More Time on Coaching, Joseph R. Weintraub and James M. Hunt</p>
<p>LESSON 2 Build a Coaching Habit</p>	<p>Build a Coaching Habit: Identify and act on coaching opportunities</p>	<p>Part 1: Helene Spots a “Coachable Moment”</p> <p>Part 2: Helene Shares Her Thoughts</p>	<p>Worksheet for Coaching Meeting Notes</p>	<p>4 Ways to Become a Better Learner, Monique Valcour</p>
<p>LESSON 3 Listen and Question Effectively</p>	<p>Listen and Question Effectively: Listen and question effectively during coaching</p>	<p>Part 3: Helene and Ines Plan Next Steps</p> <p>How to Be a Good Listener, Peter Bregman</p>	<p>Positive Habits for Engaged Listening</p>	<p>The Power of Talk: Who Gets Heard and Why, Deborah Tannen</p>
<p>LESSON 4 Give Constructive Feedback</p>	<p>Give Constructive Feedback: Give constructive feedback during coaching</p>	<p>Good Coaching Inspires Leadership, Bryan E. Simmons</p> <p>The Power of Open-Ended Questions, Mason Weintraub</p>	<p>Three Types of Questions</p> <p>Tips for Giving Coaching Feedback</p>	<p>EDITOR’S CHOICE</p> <p>Updated quarterly. See Editor’s Choice Articles document in the Admin Console for full list.</p>
<p>LESSON 5 Promote Learning Agility</p>	<p>Promote Learning Agility: Coach employees to become agile learners</p>	<p>Work Through Difficulties, Alison Beard</p> <p>Coaching in the Moment, Takiyah Gross Foote</p> <p>Give Coaching Homework, Judy Shen-Filerman</p> <p>A Learner’s Mindset, Nina Bowman</p> <p>Defusing Defensiveness, Monique Valcour</p>	<p>Worksheet for Giving Feedback</p> <p>Worksheet for Challenging a Fixed Mindset</p> <p>Worksheet to Help Build Self-Awareness</p>	
<p>LESSON 6 Coach Across Boundaries</p>	<p>Coach Across Boundaries: Develop awareness and skills to coach all employees</p>	<p>Coaching and Complexity, Andy Molinsky</p> <p>Ease Employees into Change, John Lees</p> <p>Coaching My Virtual Team, Mark Kaestner</p> <p>Communicate Across Culture, Vinod Parmeshwar</p>	<p>DISCUSSION GUIDES</p> <p>Choose Coaching Skills</p> <p>Coach Across Cultures</p>	

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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CRISIS MANAGEMENT

<p>LESSON 1 Understand Crises</p>	<p>Understand Crises: None</p>	<p>Introduction to Crisis Management, Jarrett Barrios</p>	<p>TOOLS & HANDOUTS</p>	<p>FROM THE COLLECTION</p>
		<p>How Managers Should Plan for Crises, Steven B. Goldman</p>	<p>Worksheet for Preventing Avoidable Crises</p>	<p>Contingency Planning: Preparing Today for Tomorrow's Problems, HBP book chapter</p>
<p>LESSON 2 Prepare for Crises</p>	<p>Prepare for Crises: Prevent crises and prepare for unavoidable crises</p>	<p>Plan for the Worst Before a Crisis, Steven B. Goldman</p>	<p>Worksheet for Identifying Resources</p>	<p>Managing the Crisis You Tried to Prevent, Norman R. Augustine</p>
<p>LESSON 3 Resolve Crises</p>	<p>Resolve Crises: Recognize, contain, and resolve crises</p>	<p>Rehearse and Refine Your Action Plan, Paul Biddinger, MD</p>	<p>Worksheet for Learning from a Crisis</p>	<p>Managing the Crisis You Tried to Prevent, Norman R. Augustine</p>
<p>LESSON 3 Resolve Crises</p>		<p>Coolness Under Fire, Jorge I. Domínguez</p>	<p>DISCUSSION GUIDES</p>	<p>Real-Time Leadership at Fabrinet: Navigating Through the 2011 Thailand Flood Crisis, Homa Bahrami, Stuart Evans</p>
<p>LESSON 4 Lead Effectively During Crises</p>	<p>Lead Effectively During Crises: Lead effectively during crises</p>	<p>Create a Sense of Urgency, Ray Carvey</p>	<p>Avoiding the Worst That Could Happen</p>	<p>Real-Time Leadership at Fabrinet: Navigating Through the 2011 Thailand Flood Crisis, Homa Bahrami, Stuart Evans</p>
<p>LESSON 4 Lead Effectively During Crises</p>		<p>Share What's Behind a Decision, Paul Biddinger, MD</p>	<p>Learning from a Crisis We Experienced</p>	<p>The Organizational Apology, Adam D. Galinsky, Alison Wood Brooks, Maurice E. Schweitzer</p>
<p>LESSON 5 Learn from Crises</p>	<p>Learn from Crises: Learn from past crises</p>	<p>Three Keys to Resolving a Crisis, Noel M. Tichy</p>		<p>EDITOR'S CHOICE</p>
		<p>Finding Resilience After Tragedy, Ellen Rogers</p>		<p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
		<p>Leading Through a Crisis, David Lammy</p>		
		<p>Focus on Solutions, Not Mistakes, Janice Whaley</p>		
		<p>Take Action After a Crisis, Paul Biddinger, MD</p>		

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DECISION MAKING				
<p>LESSON 1 Prepare to Make a Decision</p>	<p>Prepare to Make a Decision: Create the right context and identify objectives for the decision you are making</p>	<p>Introduction to Decision Making, Francesca Gino</p> <p>Intuition, Michael Roberto</p>	<p>When IBM Changed Its Meeting Culture, Bruce Harreld</p>	<p>TOOLS & HANDOUTS</p> <p>Assess Your Decision-Making Process</p>
<p>LESSON 2 Anticipate Decision-Making Challenges</p>	<p>Anticipate Decision-Making Challenges: Avoid common decision-making challenges</p>	<p>Diagnostic Thinking, Ranjay Gulati</p> <p>Survive a Storm by Changing Course, Mike Wheeler</p>	<p>The Explainer: The Hidden Traps in Decision Making</p> <p>Different Perspectives for Better Decisions, Francesca Gino</p>	<p>Brainstorming Planning Worksheet</p> <p>Worksheet for Assessing Alternatives</p>
<p>LESSON 3 Evaluate Alternatives</p>	<p>Evaluate Alternatives: Generate and evaluate alternatives for a decision</p>	<p>Faulty Analogies, Michael Roberto</p>	<p>What Are We Not Considering?, Simon Cohen</p>	<p>Worksheet for Communicating a Decision</p> <p>Assess the Environment</p>
<p>LESSON 4 Make the Decision</p>	<p>Make the Decision: Bring the process to closure and make a final decision</p>	<p>Collaboration by Difference, Cathy Davidson</p> <p>Avoid Narrow Thinking While Making Decisions, Stevenson Carlebach</p>	<p>Creating a Prioritization Matrix</p> <p>The Future is a Matter of Choice, Miguel Fuertes</p>	<p>Worksheet for Defining Objectives</p> <p>Common Cognitive Biases</p> <p>Worksheet for Promoting Inquiry</p>
<p>LESSON 5 Communicate and Implement the Decision</p>	<p>Communicate and Implement the Decision: Communicate and implement the decision</p>	<p>One Frame of Reference Isn't Enough, David A. Garvin</p> <p>Decision Making for Results, Lisa Finkelstein</p> <p>Always Be Open to Dissenting Opinions, David A. Garvin</p> <p>Share What's Behind a Decision, Paul Biddinger, MD</p>	<p>How Managers Should Use Data, Thomas H. Davenport</p> <p>Helping Employees Navigate the Future, Michelle Donnelly</p> <p>Learning from a Decision, Tormod Askildsen</p>	<p>Promote Fair Decision Making</p> <p>Worksheet for Creating a Prioritization Matrix</p> <p>Bring the Process to Closure</p> <p>Worksheet for Implementing a Decision</p> <p>DISCUSSION GUIDES</p> <p>Generating and Evaluating Alternatives</p> <p>Moving Toward Closure</p>
				<p>FROM THE COLLECTION</p> <p>Who Has the D? How Clear Decision Roles Enhance Organizational Performance, Paul Rogers, Marcia Blenko</p> <p>Why Good Leaders Make Bad Decisions, Andrew Campbell, Jo Whitehead, Sydney Finkelstein</p> <p>Conquering a Culture of Indecision, Ram Charan</p> <p>The Hidden Traps in Decision Making, John S. Hammond, Ralph L. Keeney, and Howard Raiffa</p> <p>Making Dumb Groups Smarter: The New Science of Decision Making, Cass R. Sunstein and Reid Hastie</p> <p>What You Don't Know About Making Decisions, David A. Garvin and Michael A. Roberto</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DELEGATING				
<p>LESSON 1 The Delegation Advantage</p> <p>LESSON 2 Prepare to Delegate</p> <p>LESSON 3 Communicate the Assignment</p> <p>LESSON 4 Monitor and Support the Work</p>	<p>The Delegation Advantage: None</p> <p>Prepare to Delegate: Determine what to delegate and whom to delegate it to</p> <p>Communicate the Assignment: Communicate the assignment and secure commitment to the work</p> <p>Monitor and Support the Work: Monitor and support your direct report's delegated work</p>	<p>Introduction to Delegating</p> <p>Create Time for Your Most Important Work, Jordan Cohen</p> <p>Master the Art of Effective Delegation, Elizabeth Grace Saunders</p> <p>How Delegation Helps Everyone, Enrique Dilone</p> <p>Make Delegation Your Development Tool, Carol Kauffman</p> <p>Make Yourself Replaceable, Esther Alegria</p> <p>To Grow Your Business, Delegate, Anoop Chaturvedi</p> <p>Tune Into the Skills Your Team Offers, Carol Kauffman</p> <p>Freedom to Act, Srikant Datar</p> <p>Pay Attention to Resistance Triggers, Stevenson Carlebach</p> <p>Creating a Win-Win, Vineet Kapoor</p> <p>What Can I Take Off Your Desk?, Bryan E. Simmons</p>	<p>TOOLS & HANDOUTS</p> <p>Delegating Skills Assessment</p> <p>Worksheet for Preparing to Delegate</p> <p>Analyzing and Delegating Tasks Worksheet</p> <p>Delegating Tasks Tracking Form</p> <p>Granting Decision Making Authority</p> <p>DISCUSSION GUIDES</p> <p>Managing Delegating Work Successfully</p> <p>Overcoming Obstacles to Delegating</p>	<p>FROM THE COLLECTION</p> <p>David Doesn't Delegate: Overcoming an Individual's Immunity to Change, Robert Kegan and Lisa Laskow Lahey</p> <p>How Can I Become Better at Delegating?, Marshall Goldsmith</p> <p>Are You Delegating So It Sticks?, Lauren Keller Johnson</p> <p>Management Time: Who's Got the Monkey?, William Oncken Jr., Donald L. Wass, and Stephen R. Covey</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DEVELOPING EMPLOYEES				
<p>LESSON 1 Why Develop Employees?</p>	<p>Why Develop Employees?: None</p>	<p>Introduction to Developing Others</p> <p>Make Emotional Connections, Scott Edinger</p>	<p>TOOLS & HANDOUTS</p> <p>Manager's Planning Worksheet for Development Discussions</p>	<p>FROM THE COLLECTION</p> <p>Leadership Lessons from India, Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael Useem</p>
<p>LESSON 2 Tailor Development</p>	<p>Tailor Development: Tailor development strategies to individual employees</p>	<p>Don't Kill Your Employees' Dreams, Whitney Johnson</p> <p>Identify Future Leaders, Claudio Fernández-Aráoz</p>	<p>Employee's Planning Worksheet for Development Discussions</p> <p>Individual Development Plan Worksheet</p>	<p>Let's Hear It for B Players, Thomas J. DeLong, Vineeta Vijayaraghavan</p>
<p>LESSON 3 Manage the Development Planning Process</p>	<p>Manage the Development Planning Process: Help employees create and implement development plans</p>	<p>The Stay Interview, Sharon Jordan-Evans</p> <p>The Best Feedback Includes an Action Plan, Marta Mitsumori</p>	<p>Assess Employees' Performance and Potential</p>	<p>A New Game Plan for C Players, Beth Axelrod, Helen Handfield-Jones, Ed Michaels</p>
<p>LESSON 4 Design Development Experiences</p>	<p>Design Development Experiences: Identify and design experiences that foster individual development</p>	<p>Make a Mentor Connection, Blythe McGarvie</p> <p>The Sponsor-Protégé Relationship, Sylvia Ann Hewlett</p>	<p>DISCUSSION GUIDES</p> <p>Develop Top Performers</p> <p>Develop Solid Contributors</p>	<p>Global Business Speaks English, Tsedal Neeley</p>
<p>LESSON 5 Develop Global Skills</p>	<p>Develop Global Skills: Build your team members' global skills</p>	<p>Adapt Your Business While Developing Employees, Alastair Macdonald</p> <p>How to Motivate a Problem Employee, Sharon Grady</p> <p>Push Employees to the Edge of Their Comfort Zones, John Lees</p> <p>Open to Learning, Ellen Kumata</p> <p>How Empathy Can Launch a Conversation, Antonio Alves</p> <p>Forging a New Global Comfort Zone, Janis Fratamico</p>		<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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DIFFICULT INTERACTIONS				
<p>LESSON 1 Understand Difficult Interactions</p>	<p>Understand Difficult Interactions: None</p>	<p>Introduction to Difficult Interactions, Judy Ringer</p> <p>Focus on Interests, Sharon Grady</p> <p>Learn, Unlearn, Relearn, René Carayol</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Identifying Positions and Interests</p> <p>Barriers to Addressing Conflict and Recommended Responses</p> <p>Worksheet for Finding the Source of Conflict</p> <p>Worksheet for Deciding Whether to Address Conflict</p> <p>Worksheet for Addressing Your Emotions</p> <p>Worksheet for Reframing Your Thoughts</p> <p>Strategies for Communicating During a Conflict</p> <p>Actions for Resolving a Conflict</p> <p>Strategies for Practicing Active Listening</p> <p>Strategies for Coaching Employees to Handle Conflicts Themselves</p> <p>Worksheet for Managing Employee Conflict</p>	<p>FROM THE COLLECTION</p> <p>Get Over Your Fear of Conflict, Amy Jen Su</p> <p>When to Skip a Difficult Conversation, Deborah Grayson Riegel</p> <p>4 Ways to Control Your Emotions in Tense Moments, Joseph Grenny</p> <p>The 4 Types of Ineffective Apologies, Andy Molinsky</p> <p>How to Preempt Team Conflict, Ginka Toegel, Jean-Loius Barsoux</p>
<p>LESSON 2 Decide Whether to Address Conflict</p>	<p>Decide Whether to Address Conflict: Determine which conflicts to resolve</p>	<p>Respond to Blame Successfully, Ben Dattner</p> <p>Example: Emily and Philip Debate the Design Process</p>	<p>Worksheet for Deciding Whether to Address Conflict</p> <p>Worksheet for Addressing Your Emotions</p> <p>Worksheet for Reframing Your Thoughts</p>	<p>4 Ways to Control Your Emotions in Tense Moments, Joseph Grenny</p>
<p>LESSON 3 Address Emotions</p>	<p>Address Emotions: Address the negative emotions conflict raises</p>	<p>How Empathy Can Launch a Conversation, Antonio Alves</p> <p>Identify Your Default Approach to Conflict, Amy Gallo</p> <p>How to Stay Present with Your Emotions, Judy Ringer</p>	<p>Worksheet for Reframing Your Thoughts</p> <p>Strategies for Communicating During a Conflict</p> <p>Actions for Resolving a Conflict</p> <p>Strategies for Practicing Active Listening</p> <p>Strategies for Coaching Employees to Handle Conflicts Themselves</p> <p>Worksheet for Managing Employee Conflict</p>	<p>The 4 Types of Ineffective Apologies, Andy Molinsky</p>
<p>LESSON 4 Assess the Facts</p>	<p>Assess the Facts: Clarify the facts of an interpersonal conflict</p>	<p>How to Respond to Criticism, Peter Bregman</p> <p>Anger Is Tricky, Sharon Grady</p>	<p>Strategies for Communicating During a Conflict</p> <p>Actions for Resolving a Conflict</p> <p>Strategies for Practicing Active Listening</p> <p>Strategies for Coaching Employees to Handle Conflicts Themselves</p> <p>Worksheet for Managing Employee Conflict</p>	<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p>LESSON 5 Solve the Problem</p>	<p>Solve the Problem: Solve the problem underlying a difficult interaction</p>	<p>Defuse Difficult People, Nina Godiwalla</p> <p>Example: Alicia and Rick Discuss the Promotional Campaign</p>	<p>Strategies for Practicing Active Listening</p> <p>Strategies for Coaching Employees to Handle Conflicts Themselves</p> <p>Worksheet for Managing Employee Conflict</p>	
<p>LESSON 6 Manage Conflict Between Employees</p>	<p>Manage Conflict Between Employees: Manage conflict between direct reports</p>	<p>Build Common Ground through Shared Language, Stas Gayshan</p> <p>Set the Tone for Trust, Carol Kauffman</p> <p>Do a Reality Check, Lauren Mackler</p> <p>How to Start a Conversation About Conflict, Amy Gallo</p> <p>Listen Carefully to Your Employees' Feedback, Hans Eben</p> <p>Get Comfortable with Team Conflict, Mark De Rond</p> <p>When to Intervene in a Conflict, Lauren Mackler</p> <p>Coach Employees to Resolve Conflict, Sharon Grady</p>	<p>DISCUSSION GUIDES</p> <p>Recognizing When to Take Action</p> <p>Resolving Difficult Interactions</p>	

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DIVERSITY				
<p>LESSON 1 The Business Case for Diversity</p> <p>LESSON 2 Develop Your Cultural Competence</p> <p>LESSON 3 Foster Inclusivity</p> <p>LESSON 4 Recruit and Retain a Diverse Team</p> <p>LESSON 5 Manage Diversity-Related Tension</p>	<p>The Business Case for Diversity: None</p> <p>Develop Your Cultural Competence: Examine and counter your biases about diverse people in your workplace</p> <p>Foster Inclusivity: Foster an inclusive team environment</p> <p>Recruit and Retain a Diverse Team: Recruit and retain diverse employees for your team</p> <p>Manage Diversity-Related Tension: Resolve diversity-related tension and conflict</p>	<p>Introduction to Diversity, Vernā Myers</p> <p>The Mix of Experience, Esther Alegria</p> <p>How Diversity Fuels Group Emotional Intelligence, Daniel Goleman</p> <p>Value Your Employees as Individuals, Susan David</p> <p>Establishing Credibility Takes Persistence, Marta Mitsumori</p> <p>Learn, Unlearn, Relearn, René Carayol</p> <p>Recognize Your Biases, Sharon Jordan-Evans</p> <p>Resist the Urge to Hire People Like You, Audrey Lee</p> <p>Compare Cultures to Understand Your Own, Anna Tavis</p> <p>Let Employees Work Smart, Tammy Erickson</p> <p>Fitting In with New Colleagues, Lily Robles</p> <p>Collaboration by Difference, Cathy Davidson</p> <p>Managing Idiosyncratic Talent, Robert Austin</p> <p>The Best Feedback Includes an Action Plan, Marta Mitsumori</p> <p>Tomorrow's Leaders, Doug Ready</p> <p>Invited Versus Welcomed, Audrey Lee</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Understanding Interpersonal Bias</p> <p>Worksheet for Identifying Your Cultural Filters</p> <p>Worksheet for Learning About Employees' Cultural Filters</p> <p>Worksheet for Managing Bias Toward You</p> <p>Approaches for Addressing Diversity-Related Conflict</p> <p>DISCUSSION GUIDES</p> <p>Becoming More Inclusive</p> <p>Retaining Diverse Employees</p>	<p>FROM THE COLLECTION</p> <p>"Dear White Boss...", Keith A. Caver, Ancella B. Livers</p> <p>Leadership in Your Midst: Tapping the Hidden Strengths of Minority Executives, Sylvia Ann Hewlett, Carolyn Buck Luce, Cornel West</p> <p>Making Differences Matter: A New Paradigm for Managing Diversity, David A. Thomas, Robin J. Ely</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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FEEDBACK ESSENTIALS

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
FINANCE ESSENTIALS				
<p>LESSON 1 Understand Financial Statements</p>	<p>Understand Financial Statements: None</p>	<p>Introduction to Finance Essentials, Mihir A. Desai</p> <p>Tackle Finance with Curiosity, Mihir A. Desai</p>	<p>TOOLS & HANDOUTS</p> <p>Breakeven Analysis Worksheet</p> <p>Annual Budgeting and Tracking Worksheet</p>	<p>FROM THE COLLECTION</p> <p>Valuation Concepts: Evaluating Opportunity, Press Chapters</p>
<p>LESSON 2 Assess Financial Health</p>	<p>Assess Financial Health: Use financial ratios to interpret financial statement numbers and gauge your company's financial health</p>	<p>Cash Is King—Don't Give It Away, Heide Abelli</p> <p>How Managers Should Read Financial Statements, Joe Knight</p>	<p>Key Financial Terms</p> <p>Understanding the Purpose of Different Financial Statements</p>	<p>Important Accounting Concepts: The Rules That Shape Financial Statements, Press Chapters</p>
<p>LESSON 3 Develop a Budget</p>	<p>Develop a Budget: Create a budget that aligns with your company's strategy</p>	<p>Confronting a Bad Deal, Blythe McGarvie</p> <p>Realistic Budgets, Jean Cappizzi</p>	<p>Finance Formulas</p> <p>DISCUSSION GUIDES</p> <p>Creating a Budget</p>	<p>Do You Know Your Cost of Capital?, Michael T. Jacobs, Anil Shivdasani</p>
<p>LESSON 4 Perform Cost/Benefit Analysis</p>	<p>Perform Cost/Benefit Analysis: Determine whether the benefits of a new investment outweigh the costs</p>	<p>Understanding NPV, Heide Abelli</p> <p>The (Im)precision of Finance, Mihir A. Desai</p>	<p>Assessing an Investment Opportunity</p>	<p>Corporate Budgeting is Broken—Let's Fix It, Michael C. Jensen</p>
<p>LESSON 5 Track Financial Performance</p>	<p>Track Financial Performance: Track the financial performance of your operations, projects, or investments</p>	<p>How to Use Breakeven Analysis, Heide Abelli</p> <p>Look Beyond Obvious Risks, Mihir A. Desai</p>		
<p>LESSON 6 Build Your Team's Financial Intelligence</p>	<p>Build Your Team's Financial Intelligence: Develop your team's financial literacy so they can understand the big picture, improve their performance, and make better decisions</p>	<p>Create Efficiencies, Cristina Camarero</p> <p>Use Bad News to Your Advantage, V.G. Narayanan</p> <p>Face Your Fear, Ashutosh Tyagi</p>		<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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GLOBAL COLLABORATION

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
GOAL SETTING				
<p>LESSON 1 Why set goals</p> <p>LESSON 2 Develop goals</p> <p>LESSON 3 Accomplish goals</p> <p>LESSON 4 Evaluate goals</p>	<p>Why set goals: None</p> <p>Develop goals: Develop unit and employee goals</p> <p>Accomplish goals: Foster successful goal achievement</p> <p>Evaluate goals: Evaluate goals and the process for achieving them</p>	<p>Introduction to Goal Setting</p> <p>How Successful People Reach Their Goals, Heidi Grant Halvorsen</p> <p>Collaborative Goals, Linda Hill</p> <p>The Art of Stretch Targets, Srikant Datar</p> <p>Ambitious Goals Require a Shift in Mindset, Enrique DiLone</p> <p>Find Meaning At Work, Peter Dunn</p> <p>How Public Support Changes the Game, Alexander Lange</p> <p>Setting Your Goals Without Jargon, Stacey Barr</p> <p>Chop Goals Down to Size, Stever Robbins</p> <p>Five Ways To Measure Performance, Stacey Barr</p> <p>Failing to Success, Doug Rauch</p> <p>Distinguish Good Failures from Bad Ones, Amy Edmondson</p> <p>Learn From Successes, Ranjay Gulati</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Developing Goals</p> <p>Worksheet for Writing SMART Goals</p> <p>Worksheet for Breaking Goals into Tasks</p> <p>Worksheet for Identifying Obstacles and Solutions</p> <p>Worksheet for Evaluating Impact of Goals</p> <p>DISCUSSION GUIDES</p> <p>Developing Unit Goals</p> <p>Accomplishing Goals</p>	<p>FROM THE COLLECTION</p> <p>Demand Better Results—and Get Them, Robert H. Schaffer</p> <p>Management by Whose Objectives?, Harry Levinson</p> <p>Be a Better Leader, Have a Richer Life, Stewart D. Friedman</p> <p>The Art and Science of Target Setting, Monica Franco-Santos, Javier Marcos, and Mike Bourne</p> <p>Turning Goals into Results: The Power of Catalytic Mechanisms, James C. Collins</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
HIRING				
<p>LESSON 1 Define Job Requirements</p>	<p>Define Job Requirements: Define job requirements and the ideal fit for the position</p>	<p>Introduction to Hiring, Claudio Fernández-Aráoz</p> <p>Hiring a Top Team, Neil Gaydon</p>	<p>TOOLS & HANDOUTS</p> <p>Job Description Form</p> <p>Interview Preparation Form</p> <p>Decision-Making Matrix</p> <p>Types of Interview Questions</p>	<p>FROM THE COLLECTION</p> <p>The Definitive Guide to Recruiting in Good Times and Bad, Claudio Fernández-Aráoz, Boris Groysberg, Nitin Nohria</p>
<p>LESSON 2 Recruit Candidates</p>	<p>Recruit Candidates: Recruit broadly to attract promising candidates</p>	<p>Hire for Personality, Robert Chavez</p> <p>The Right Stuff, Sharon Jordan-Evans</p>	<p>DISCUSSION GUIDES</p> <p>Getting the Information You Need</p>	<p>Hiring for Smarts, Justin Menkes</p>
<p>LESSON 3 Interview Candidates</p>	<p>Interview Candidates: Conduct effective, informative interviews</p>	<p>When to Give Someone a Second Chance, Claudio Fernández-Aráoz</p> <p>The Mix of Experience, Esther Alegria</p>	<p>Evaluating Job Candidates</p>	<p>What It Means to Work Here, Tamara J. Erickson, Lynda Gratton</p>
<p>LESSON 4 Evaluate Candidates</p>	<p>Evaluate Candidates: Evaluate candidates to find the best fit for a position</p>	<p>Bring Discipline to Your Hiring Process, Claudio Fernández-Aráoz</p> <p>The Right Way to Conduct a Job Interview, Michael J. Mauboussin</p>		
<p>LESSON 5 Make the Offer</p>	<p>Make the Offer: Make a job offer to your top candidate</p>	<p>Uncovering Passion, Timothy Butler</p> <p>The Art of Hiring for Your Firm's Future, Alysia Wurst</p> <p>Resist the Urge to Hire People Like You, Audrey Lee</p>		<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
INNOVATION AND CREATIVITY				
LESSON 1 What They Are, Why They Matter	What They Are, Why They Matter: None	Introduction to Innovation and Creativity Disruptive Innovation Explained , Clayton Christensen	TOOLS & HANDOUTS Creativity Checklist Worksheet for Fostering Creativity	FROM THE COLLECTION Putting the Innovator's DNA into Practice , Jeffrey H. Dyer, Hal B. Gregersen, Clayton M. Christensen
LESSON 2 Shape a Creative Team	Shape a Creative Team: Build a diverse team to maximize creativity	The Explainer: Disruptive Innovation Cashing in on Category Creation , Eddie Yoon Think Like an Innovator , Jeff Dyer	Worksheet to Encourage Divergent Thinking Brainstorming Techniques	Putting Your Company's Whole Brain to Work , Dorothy Leonard, Susaan Straus
LESSON 3 Set the Psychological Environment	Set the Psychological Environment: Establish a psychological environment that fosters creativity, channels conflict productively, and allows risk-taking	Harnessing Creativity , Karim Lakhani Catalyzing Innovation in Your Team , Frank Barrett Get Comfortable with Team Conflict , Mark De Rond Failing to Success , Doug Rauch	DISCUSSION GUIDES Building a Creative and Innovative Team Creative Ideas from Outside the Organization	How to Embed Innovation into Your Organizational Culture , Cassandra A. Frangos
LESSON 4 Enrich the Physical Environment	Enrich the Physical Environment: Create a physical working environment conducive to play, creativity, and idea generation	Managing Creative People , Lisa Judson Turn Your Office into a Creative Space , Thomas Wedell-Wedellsborg		Customers as Innovators: A New Way to Create Value , Stefan Thomke, Eric von Hippel
LESSON 5 Spark Ideas	Spark Ideas: Apply divergent thinking techniques to generate ideas	Crowdsourcing Inside Your Company , Thomas Wedell-Wedellsborg Innovations That Are Long Overdue , Thomas Wedell-Wedellsborg		Using the Crowd as an Innovation Partner , Kevin Boudreau, Karim R. Lakhani
LESSON 6 Converge on the Best Option	Converge on the Best Option: Determine when and how to zero in on the best option	Position for Future Markets , Tamar Elkeles Distributed Innovation , Karim Lakhani Bring a Flexible Mindset to Innovation , Simone Ahuja Escape from Brainstorm Island , Thomas Wedell-Wedellsborg		EDITOR'S CHOICE Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
INNOVATION IMPLEMENTATION				
<p>LESSON 1 The Implementation Challenge</p>	<p>The Implementation Challenge: None</p>	<p>Introduction to Innovation Implementation, Willy Shih</p> <p>Put a Good Idea into Action, Ismail Albaidhani</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Crafting a Vision Statement</p> <p>Worksheet for Considering Your Stakeholders</p> <p>Worksheet for Overcoming Resistance</p> <p>Bring Your “Elevator Pitch” to Life</p> <p>Tactics for Overcoming Resistance</p>	<p>FROM THE COLLECTION</p> <p>My Chevrolet: Brazilian Innovation and Entrepreneurship, Marcos Hashimoto</p> <p>The Case for Stealth Innovation, Paddy Miller, Thomas Wedell-Wedellsborg</p>
<p>LESSON 2 Articulate Your Idea</p>	<p>Articulate Your Idea: Create a compelling vision statement to guide and focus an innovation initiative</p>	<p>Cashing in on Category Creation, Eddie Yoon</p> <p>Leading Innovation in a Large Company, Umalmah Mendbro</p>	<p>Overcoming Resistance to Your Innovation</p>	<p>Stop the Innovation Wars, Vijay Govindarajan, Chris Trimble</p>
<p>LESSON 3 Build Support</p>	<p>Build Support: Develop an informal support network and consider the interests of your stakeholders</p>	<p>How to Test Your Innovative Idea, Scott Anthony</p>	<p>DISCUSSION GUIDES</p> <p>Maintaining Momentum</p>	<p>Which Initiative Should You Implement?, Alan P. Brache, Sam Bodley-Scott</p>
<p>LESSON 4 Build Your Business Case</p>	<p>Build Your Business Case: Develop a formal proposal to persuade key decision makers to allocate resources for your innovative idea</p>	<p>Four Keys to Fast Innovation, Christian Busch</p> <p>Three Principles to Win Executive Approval, Brad Holst</p>		
<p>LESSON 5 Engage Your Stakeholders</p>	<p>Engage Your Stakeholders: Communicate effectively with the people who will help shape, approve, fund, execute, and be affected by your innovation idea</p>	<p>The Feedback Loop, Eric Ries</p> <p>Craft a Story to Sell Your Business Case, Ray Sheen</p>		
<p>LESSON 6 Secure the Right Team</p>	<p>Secure the Right Team: Make a compelling case for lining up the people who can best help implement your innovation</p>	<p>Experiment to Learn About Your Market, Robyn Bolton</p> <p>How To Manage Stakeholders, Michele Jurgens</p> <p>Hiring a Top Team, Neil Gaydon</p>		
<p>LESSON 7 Address Obstacles</p>	<p>Address Obstacles: Mitigate internal resistance and sustain momentum throughout the implementation of your innovation initiative</p>	<p>Run a Disciplined Innovation Experiment, Vijay Govindarajan</p> <p>Launch Your Next Idea Before It’s Ready, Tom Hulme</p> <p>The Right Kinds of Failure, Howard H. Stevenson</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
LEADING PEOPLE				
LESSON 1 Leadership Myths	Leadership Myths: None	Introduction to Leading People , Linda Hill	Good Leaders Admit Mistakes , Sheila Marcelo	TOOLS & HANDOUTS Worksheet for Motivating a Problem Employee
LESSON 2 Define Yourself as a Leader	Define Yourself as a Leader: Define your purpose, vision, and values	Everyone Is a Leader , Laurence Downes	Leading in Leopard Print , Tiziana Dearing	Test Your Global Potential
LESSON 3 Cultivate Emotional Intelligence	Cultivate Emotional Intelligence: Cultivate your emotional intelligence	Essentials of Being a Great Boss , Linda Hill	Leading like a Swan , Gill Rider	Identify Individuals' Needs
LESSON 4 Build Trust	Build Trust: Build trust in your leadership	The Leader as Teacher , Gill Rider	Value Your Employees as Individuals , Susan David	Overview of Management and Leadership Activities
LESSON 5 Engage Employees	Engage Employees: Engage and motivate employees	An Emotionally Engaged Leader , Simon Cohen	What Employees Value , Sharon Jordan-Evans	Defining Yourself as a Leader
LESSON 6 Adopt a Global Mindset	Adopt a Global Mindset: Lead with a global mindset	Build Trust with Storytelling , Liz Keever	Good Coaching Inspires Leadership , Bryan E. Simmons	Worksheet for Putting Your Purpose into Action
		How to Motivate and Keep Your Best Talent , Claudio Fernández-Aráoz	Find Meaning at Work , Peter Dunn	Worksheet for Developing a Personal Leadership Vision
		Three Ways to Think About Cultural Differences , Gene Daley	Make Yourself a Global Asset , Anna Tavis	Improving Your Emotional Intelligence
		Educate Your Teams , Victor Equisoain	Improve Your Leadership Presence , Muriel Maignan Wilkins	Earn—and Keep—Others' Trust
		Are You Prepared for a Global Assignment? , Andy Molinsky	What Do You Stand For? , Nina Bowman	Worksheet for Rebuilding Trust
		Build Your Emotional Agility , Susan David	Find Your Purpose in Your Most Challenging Experiences , Nick Craig	Tips for Serving As a Global Leader
		A Formula for Building Trusting Relationships , Gill Rider	Use Values to Make Work-Life Decisions , Terrie Campbell	DISCUSSION GUIDES Adapting Your Leadership Style
		What Makes a Leader?		Motivating Employees to Excel
		Invest in Engagement , Doug Rauch		
				FROM THE COLLECTION Join the Global Elite , Gregory C. Unruh, Angel Cabrera Why Should Anyone Be Led by You?_Robert Goffee and Gareth Jones From Purpose to Impact_Nick Craig and Scott Snook The Focused Leader , Daniel Goleman The Neuroscience of Trust_Paul J. Zak Blue Ocean Leadership , W. Chan Kim and Renée Mauborgne
				EDITOR'S CHOICE Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES	
LEVERAGING YOUR NETWORKS					
<p>LESSON 1 Understand Networks</p> <p>LESSON 2 Map and Assess a Network</p> <p>LESSON 3 Identify Ways to Strengthen a Network</p> <p>LESSON 4 Develop Relationships</p> <p>LESSON 5 Put Your Networks to Use</p> <p>LESSON 6 Sustain Your Networks</p>	<p>Understand Networks: None</p> <p>Map and Asses a Network: Create a map of a network and assess the network</p> <p>Identify Ways to Strengthen a Network: Identify ways to strengthen a network</p> <p>Develop Relationships: Initiate and develop reciprocal relationships within a network</p> <p>Put Your Networks to Use: Leverage your networks to achieve personal, team, and organizational goals</p> <p>Sustain Your Networks: Apply strategies for sustaining networks in the long term</p>	<p>Introduction to Leveraging Your Networks</p> <p>Why Network?</p> <p>From Near-Disaster to Success, Rabi Isma</p> <p>The Networking Imperative, Bala Iyer</p> <p>Why You Need to Build Networks, Linda Hill</p> <p>You Are Always Developing Relationships, Cindi Choi</p> <p>How to Use the Network Mapping Tool</p> <p>Mapping a Strategic Network</p> <p>Mapping an Operational Network</p> <p>Mentor Moment: Diversity, Judy Shen-Filerman</p> <p>Mentor Moment: Energy Enhancers, Judy Shen-Filerman</p> <p>Networking Do's and Don'ts, Dorie Clark</p> <p>The Virtuous Cycle of Networking, Rabi Isma</p> <p>Build a Strong Digital Presence, Bala Iyer</p> <p>Network to the Rescue, Monica Bhatia</p>	<p>Mentor Moment: Your Personal Style, Judy Shen-Filerman</p> <p>Learn to Love Networking, Francesca Gino</p> <p>When Networking, First Build Rapport, Lauren Mackler</p> <p>Bridging Cultural Gaps, Gopal Sharma</p> <p>Mentor Moment: Culture, Judy Shen-Filerman</p> <p>What You Can Offer Your Connections, Dorie Clark</p> <p>Emerging Markets, Kate Sweetman</p> <p>Do the Right Things, Do Things Right, Gaby Poirier</p> <p>Four Keys to Fast Innovation, Christian Busch</p> <p>Using Networks to Jump-Start Innovation, Jeff Dyer</p> <p>Outward-Looking Teams Are Most Effective, Deborah Ancona</p> <p>Different Perspectives for Better Decisions, Francesca Gino</p> <p>Smartly Sustaining Your Relationships, Dorie Clark</p> <p>Keep in Touch Over the Years, Linda Hill</p>	<p>TOOLS & HANDOUTS</p> <p>Strategies for Building Three Key Networks</p> <p>Network Mapping Tool</p> <p>Worksheet for Assessing Network Diversity</p> <p>Worksheet for Assessing Quality of Network Relationships</p> <p>Worksheet for Strengthening Your Networks</p> <p>Overcome Barriers to Building Network Relationships</p> <p>Leveraging Networks to Lead Change</p> <p>Worksheet for Improving Team Effectiveness Through Networks</p> <p>Checklist for Sustaining Network Relationships</p> <p>DISCUSSION GUIDES</p> <p>Using Networks Effectively</p> <p>Cultivating Strong and Weak Ties</p>	<p>FROM THE COLLECTION</p> <p>3 Things Managers Should Be Doing Every Day, Linda A. Hill, Kent Lineback</p> <p>How to Build Your Network, Brian Uzzi, Shannon Dunlap</p> <p>Learn to Love Networking, Tiziana Casciaro, Francesca Gino, Maryam Kouchaki</p> <p>The Network Secrets of Great Change Agents, Julie Battilana, Tiziana Casciaro</p> <p>How Leaders Create and Use Networks, Herminia Ibarra, Mark Hunter</p> <p>A Smarter Way to Network, Rob Cross, Robert J. Thomas</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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MANAGING YOUR BOSS

<p>LESSON 1 What Is Managing Your Boss?</p>	<p>What Is Managing Your Boss?: None</p>	<p>Introduction to Managing Your Boss, Linda Hill</p>	<p>Improve Your Relationship with Your Boss By Aligning Goals, Brad Holst</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Monitoring Your Relationship with Your Boss</p>	<p>FROM THE COLLECTION</p>
<p>LESSON 2 Know Your Boss—and Yourself</p>	<p>Know Your Boss—and Yourself: Develop strategies for understanding and interacting effectively with your boss</p>	<p>Working Well with Your Boss When You Work Remotely, JM Olejarz, based on the work of Keith Ferrazzi</p>	<p>Primed for Success, Cherie Matthews</p>	<p>Worksheet for Managing Multiple Bosses</p>	<p>What Your Leader Expects of You, Larry Bossidy</p>
<p>LESSON 3 Build a Partnership</p>	<p>Build a Partnership: Build a strong partnership with your boss</p>	<p>Key Conversations with Your New Boss, Michael Watkins</p>	<p>Ask for Clarification on an Assignment, Lauren Mackler</p>	<p>Worksheet for Understanding Your Roles</p>	<p>Managing Your Boss, John J. Gabarro and John P. Kotter</p>
<p>LESSON 4 Communicate Effectively with Your Boss</p>	<p>Communicate Effectively with Your Boss: Communicate effectively with your boss</p>	<p>Managing Multiple Bosses, Alison Beard, based on the work of Robert Sutton and Adam Grant</p>	<p>How to Disagree with Your Boss, Alison Beard, based on the work of Joseph Grenny</p>	<p>Accommodate Your Boss's Work Style</p>	<p>How Can I Do a Better Job of Managing Up?, Marshall Goldsmith</p>
<p>LESSON 5 Manage a Difficult Boss</p>	<p>Manage a Difficult Boss: Use strategies for dealing with challenging bosses</p>	<p>Take Age Out of the Equation, Jeanne Meister</p>	<p>The Risk and Reward of Disagreeing with Your Boss, Candace Matthews</p>	<p>Strategies for Communicating Effectively with Your Boss</p>	<p>Get the Boss to Buy In, Susan J. Ashford and James R. Detert</p>
<p>LESSON 6 Manage a Difficult Boss</p>	<p>Communicate Effectively with Your Boss: Communicate effectively with your boss</p>	<p>Boss Management 101, Lauren Mackler</p>	<p>Pushing Back on an Assignment, Mark Sullivan</p>	<p>Worksheet for Negotiating Priorities</p>	<p>EDITOR'S CHOICE</p>
<p>LESSON 7 Manage a Difficult Boss</p>	<p>Communicate Effectively with Your Boss: Communicate effectively with your boss</p>	<p>Clarify Your Boss's Preferences, Sharon Grady</p>	<p>What Can I Take Off Your Desk?, Bryan E. Simmonds</p>	<p>Worksheet for Dealing with a Bad Boss</p>	<p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p>LESSON 8 Manage a Difficult Boss</p>	<p>Communicate Effectively with Your Boss: Communicate effectively with your boss</p>	<p>Is Your Boss a Listener or a Reader?, Lauren Mackler</p>	<p>Change a Difficult Work Relationship, Judy Ringer</p>	<p>Strategies for Dealing with a Bad Boss</p>	<p>Worksheet for Understanding Your Boss</p>
<p>LESSON 9 Manage a Difficult Boss</p>	<p>Communicate Effectively with Your Boss: Communicate effectively with your boss</p>	<p>Mad Dog, Raymond Carvey</p>	<p>Rules of the Road for Managing Up, Nina Bowman</p>	<p>DISCUSSION GUIDES</p>	<p>Clarifying Manager-Team Expectations</p>
<p>LESSON 10 Manage a Difficult Boss</p>	<p>Communicate Effectively with Your Boss: Communicate effectively with your boss</p>	<p>Work With, Not For Your Boss, Vineet Kapoor</p>	<p>Improve Your Relationship with a Difficult Boss, Brad Holst</p>	<p>Fostering Manager-Team Communication</p>	
<p>LESSON 11 Manage a Difficult Boss</p>	<p>Communicate Effectively with Your Boss: Communicate effectively with your boss</p>	<p>When to Speak Up, Linda Hill</p>			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
MARKETING ESSENTIALS				
<p>LESSON 1 Cultivate a Marketing Orientation</p>	<p>Cultivate a Marketing Orientation: Foster a marketing orientation within your team</p>	<p>Introduction to Marketing Essentials, Leslie John</p> <p>A Drop of Water, Neil Gaydon</p> <p>Conduct First-Hand Market Research, Robyn Bolton</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Developing a Marketing Orientation</p> <p>Worksheet for Drafting a Marketing Plan</p> <p>The Product Life Cycle</p>	<p>FROM THE COLLECTION</p> <p>Marketing Myopia, Theodore Levitt</p> <p>Branding in the Digital Age: You're Spending Your Money in All the Wrong Places, David C. Edelman</p> <p>Marketing Malpractice: The Cause and the Cure, Clayton Christensen, Scott Cook, and Taddy Hall</p>
<p>LESSON 2 Understand Your Customer</p>	<p>Understand Your Customer: Research and identify target customers</p>	<p>Simplify Customer Metrics, Rob Markey</p> <p>Change the Product, Not the Customer, Rohit Deshpande</p> <p>Word Of Mouth, Larry Kramer</p>	<p>DISCUSSION GUIDES</p> <p>Build a Marketing Orientation</p> <p>Understand Our Competition</p>	<p>How Global Brands Compete, Douglas B. Holt, John A. Quelch, Earl L. Taylor</p>
<p>LESSON 3 Create a Marketing Strategy</p>	<p>Create a Marketing Strategy: Develop a marketing strategy</p>	<p>Don't Be Afraid to Rethink Your Services, Kamaline Ramdas</p> <p>Build More Than a Loyalty Program, Janis Fratamico</p>		
<p>LESSON 4 Create and Implement a Marketing Plan</p>	<p>Create and Implement a Marketing Plan: Develop and implement a marketing plan</p>	<p>Use Inclusive Marketing to Reach New Customers, Simone Ahuja</p> <p>Cashing in on Category Creation, Eddie Yoon</p> <p>How Google Markets with Emotion, Bethany Poole</p>		
<p>LESSON 5 Global Marketing</p>	<p>Global Marketing: Market to global customers</p>	<p>Refresh Your Marketing to Drive Sales, Matt Rogan</p> <p>Define Success Up Front, Addrian Beggan</p> <p>Emerging Markets, Kate Sweetman</p> <p>Adapt to the Market, Scott Anthony</p> <p>Building a Global Brand, John McDonnell</p> <p>Find Your Ideal Market, Doug Richard</p>		<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
MEETING MANAGEMENT				
<p>LESSON 1 Prepare for a Meeting</p>	<p>Prepare for a Meeting: Complete the necessary preparation for a meeting</p>	<p>Introduction to Meeting Management, Lauren Mackler</p> <p>Always Prepare for Meetings, Audrey J. Lee</p>	<p>TOOLS & HANDOUTS</p> <p>Meeting Agenda Form</p> <p>Meeting Preparation Checklist</p> <p>Meeting Minutes Form</p> <p>Common Meeting Problems & Suggested Solutions</p>	<p>FROM THE COLLECTION</p> <p>Make Every Meeting Matter, Tom Krattenmaker</p>
<p>LESSON 2 Conduct a Meeting</p>	<p>Conduct a Meeting: Run a productive meeting</p>	<p>Maintain Momentum with Focused Meetings, Ray Sheen</p> <p>When IBM Changed Its Meeting Culture, Bruce Harreld</p> <p>When Technology Fails You, Tsedal Neeley</p>	<p>Preparing for a Meeting</p>	<p>Is Your Company as Dull and Unproductive as Its Meetings?, Christina Bielaszka-DuVernay</p>
<p>LESSON 3 Manage Meeting Problems</p>	<p>Manage Meeting Problems: Use intervention techniques to address meeting obstacles</p>	<p>Action Items, Ellen Kumata</p> <p>Find Your Voice in Meetings, Lisa Judson</p> <p>The Meeting Climate, Linda Hill</p>	<p>DISCUSSION GUIDES</p> <p>Tackling Your Toughest Meeting Problems</p>	<p>5 Tips for Better Virtual Meetings, Karen Boda, Rebecca Hinkle</p>
<p>LESSON 4 Wrap Up a Meeting</p>	<p>Wrap Up a Meeting: End a meeting appropriately and ensure action is taken</p>	<p>Inconvenience Everyone Equally, June Delano</p> <p>How to Handle an Over-Contributor During a Meeting, Audrey J. Lee</p> <p>Defuse Tension to Come to An Agreement, Gregory W. Madsen</p> <p>Encourage Candor at Work, Keith Ferrazzi</p> <p>Make Your Meetings More Productive, Kate Smith Milway</p>		<p>Your Meeting: Who's in Charge?, Janice Obuchowski</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
NEGOTIATING				
<p>LESSON 1 Understand Negotiation</p>	<p>Understand Negotiation: None</p>	<p>Introduction to Negotiating, Guhan Subramanian</p> <p>Negotiation on the Eve of Battle, Mike Wheeler</p> <p>Winning Your Exception to the Rule, Prisca Ndu</p> <p>Know Your Plays, Steven Rogers</p> <p>Confronting a Bad Deal, Blythe McGarvie</p> <p>Fix Their Problem, Win the Deal, Bill Taylor</p> <p>Negotiation Agility, Mike Wheeler</p> <p>Do Your Homework, Colleen O’Keefe</p> <p>Avoid Zero Sum Thinking During Negotiations, Stevenson Carlebach</p> <p>Play Your Cards Right, Raymond Carvey</p> <p>Negotiating on the Back of a Cocktail Napkin, Tiziana Dearing</p> <p>Negotiate Interests, Not Positions, Audrey Lee</p> <p>Focus on Interests, Sharon Grady</p> <p>The Value of Asking Open-Ended Questions, Audrey Lee</p> <p>Three Ways to Think About Cultural Differences, Gene Daley</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Evaluating Levels of Authority</p> <p>Worksheet for Analyzing and Improving Your BATNA</p> <p>Worksheet for Determining Your Walk-Away Position</p> <p>Worksheet for Assessing the Other Party’s Position</p> <p>Establish Your Negotiating Position</p> <p>Dealing With Difficult People</p> <p>DISCUSSION GUIDES</p> <p>Assessing the Other Side’s Interests</p> <p>Identifying a BATNA and Walk-Away Position</p>	<p>FROM THE COLLECTION</p> <p>Investigative Negotiation, Deepak Malhotra, Max H. Bazerman</p> <p>Negotiating with Emotion, Kimberlyn Leary, Julianna Pillemer, Michael A. Wheeler</p> <p>Getting Past Yes: Negotiating as if Implementation Mattered, Danny Ertel</p> <p>When Good People (Seem to) Negotiate in Bad Faith, Max H. Bazerman, Dolly Chugh, Mahzarin R. Banaji</p> <p>EDITOR’S CHOICE</p> <p>Updated quarterly. See Editor’s Choice Articles document in the Admin Console for full list.</p>
<p>LESSON 2 Prepare to Negotiate</p>	<p>Prepare to Negotiate: Prepare for a negotiation</p>			
<p>LESSON 3 Conduct a Negotiation</p>	<p>Conduct a Negotiation: Conduct single- and multiple-issue negotiations</p>			
<p>LESSON 4 Close the Deal</p>	<p>Close the Deal: Finalize and carry out a negotiated agreement</p>			
<p>LESSON 5 Overcome Barriers to Success</p>	<p>Overcome Barriers to Success: Overcome obstacles to a successful negotiation</p>			

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PERFORMANCE MEASUREMENT				
<p>LESSON 1 What Is Performance Measurement?</p>	<p>What Is Performance Measurement?: None</p>	<p>Introduction to Performance Measurement, Alnoor Ebrahim</p> <p>Convince Executives to Measure Performance, Stacey Barr</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Understanding Key Performance Indicators</p> <p>Worksheet for Determining Performance Objectives, Critical Success Factors, and Metrics</p> <p>Form for Setting Performance Targets</p> <p>Worksheet for Understanding Your Organization's Performance Measurement System</p> <p>A Balanced Performance Measurement System</p> <p>The Balanced Scorecard Framework</p> <p>Brainstorm Your Objectives</p>	<p>FROM THE COLLECTION</p> <p>Balanced Scorecard Metrics That Drive Performance, Robert S. Kaplan, David P. Norton</p> <p>Note on Performance Measurement in Nonprofit Organizations, David W. Young</p> <p>Using Indexes as Measures, James Coffey</p> <p>Corporate Budgeting Is Broken: Let's Fix It, Michael Jensen</p> <p>Target Setting, Robert Kaplan</p>
<p>LESSON 2 The Foundation of Performance Measurement</p>	<p>The Foundation of Performance Measurement: None</p>	<p>How Vision Can Improve Customer Service, René Carayol</p> <p>Mission and Objectives, Robert Kaplan</p> <p>Define Success Up Front, Adrian Beggan</p>	<p>Deciding What to Measure</p>	<p>Choose the Right Measures, Drive the Right Strategy, Dennis Campbell</p>
<p>LESSON 3 Decide What to Measure</p>	<p>Decide What to Measure: Define clear objectives, critical success factors, and key performance indicators</p>	<p>Five Ways to Measure Performance, Stacey Barr</p> <p>Driven by a Purpose, Srikant Datar</p>	<p>DISCUSSION GUIDES</p> <p>Avoiding Performance Measurement Pitfalls</p>	<p>What's Missing from Your Scorecard? Eight Vital—but Often Overlooked—Metrics, Mark Graham Brown</p>
<p>LESSON 4 Set Targets</p>	<p>Set Targets: Set reasonable and inspiring targets for KPIs</p>	<p>Setting Your Goals Without Jargon, Stacey Barr</p> <p>Simplify Customer Metrics, Rob Markey</p> <p>The Art of Stretch Targets, Srikant Datar</p>		
<p>LESSON 5 Gather and Interpret Performance Data</p>	<p>Gather and Interpret Performance Data: Collect, report, and analyze performance data</p>	<p>Business Analytics Defined, Tom Davenport</p> <p>Make Measurement Public to Increase Buy-In, Stacey Barr</p>		<p>The Five Traps of Performance Measurement, Andrew Likierman</p>
<p>LESSON 6 Avoid Pitfalls</p>	<p>Avoid Pitfalls: Avoid common performance measurement pitfalls</p>	<p>Measure Employee Productivity Accurately, Francesca Gino</p> <p>Adapt Your Strategy, Imtiaz Mahtab</p>		<p>Coming Up Short on Nonfinancial Performance Measurement, Christopher D. Ittner, David F. Larcker</p>
<p>LESSON 7 Use Measurement to Strengthen Management</p>	<p>Use Measurement to Strengthen Management: Use performance measurement to better manage performance and align with organizational goals</p>	<p>The 20-Day Learning Tour, Katie Smith Milway</p>		<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS		TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PERSUADING OTHERS					
LESSON 1 Understand Persuasion	Understand Persuasion: None	Introduction to Persuading Others, Keith Ferrazzi	Lessons from a Civil War Hero, Mike Wheeler	TOOLS & HANDOUTS Persuasion Self-Assessment	FROM THE COLLECTION
LESSON 2 Build Your Credibility	Build Your Credibility: Build your credibility by earning trust and establishing your expertise	Three Keys to Influencing Others, Brad Holst	How Empathy Can Jump-Start a Conversation, Antonio Alves	Worksheet for Understanding Your Audience	World-Class Bull, John Humphreys, Zafar U. Ahmed, Mildred Pryor, Kirk O. Hanson, Don Peppers, Martha Rogers, James Borg
LESSON 3 Understand Your Audience	Understand Your Audience: Assess those whom you need to persuade	Three Principles to Win Executive Approval, Brad Holst	Earn Your Team's Trust, Antonio Alves	Categories of Receptivity	Can People Trust You?, Linda Hill and Kent Lineback
LESSON 4 Win Minds	Win Minds: Persuade people by appealing to reason	Transforming a Hostile Encounter, Antonio Alves	Leverage the Decision-Making Styles of Others, Nina Bowman	Activate Persuasion Triggers	Three Ways to Be More Persuasive, Judith A. Ross
LESSON 5 Win Hearts	Win Hearts: Connect with people by appealing to their emotions	Improve Your Leadership Presence, Muriel Wilkins	Laying the Groundwork, Catty Bennet Sattler	The Credibility Map	The Language of Persuasion, Robert Cialdini
LESSON 6 Overcome Resistance	Overcome Resistance: Overcome resistance to your ideas	Formula for Building Trusting Relationships, Gill Rider	Take Time to Actively Listen, Monique Valcour	Worksheet for Establishing Expertise	Storytelling that Moves People, Robert McKee
LESSON 7 Activate Persuasion Triggers	Activate Persuasion Triggers: Activate persuasion "triggers" to affect people's unconscious response to your ideas	Connect With Any Audience, Nancy Duarte	Persuade Past Resisters, Antonio Alves	Worksheet for Practicing Strategic Persuasion	EDITOR'S CHOICE
		Make Allies to Champion Your Vision, Gabriela Perez	Fix Their Problem, Win the Deal, Bill Taylor	Worksheet for Generating a Compelling Personal Story	Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.
		Framing the Big Picture, Scott Anthony	You Are Always Developing Relationships, Cindi Choi	Worksheet for Preparing a Two-sided Argument	
		Winning Your Exception to the Rule, Prisca Ndu	Pay Attention to Resistance Triggers, Stevenson Carlebach	Worksheet for Activating Persuasion Triggers	
		Energize Your Meeting with a Story, Eddie Yoon	How to React Non Defensively, Brad Holst	Positive Habits for Engaged Listening	
		Build Trust with Storytelling, Liz Keever	Why Kindness is Good Business, Bill Taylor	Worksheet for Winning Minds	
		Use "Social Proof" to Change Behavior, Thomas, Wedell-Wedellsborg		DISCUSSION GUIDES	
				Winning Minds and Hearts	
				Overcoming Resistance to Your Idea	

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PRESENTATION SKILLS				
<p>LESSON 1 Clarify Your Objective</p>	<p>Clarify Your Objective: Clarify your objective, identify your audience, and consider the setting for your presentation</p>	<p>Introduction to Presentation Skills, Brad Holst</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Planning a Presentation</p> <p>Worksheet for Coordinating a Group Presentation</p> <p>Report—Story Spectrum</p> <p>Types of Media</p> <p>DISCUSSION GUIDES</p> <p>Clarifying Your Objective</p> <p>Structuring Your Talk</p>	<p>FROM THE COLLECTION</p> <p>How to Give a Killer Presentation, Chris Anderson</p> <p>Learning Charisma: Transform Yourself into the Person Others Want to Follow, John Antonakis, Marika Fenley, and Sue Liechti</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p>LESSON 2 Crystallize Your Message</p>	<p>Crystallize Your Message: Identify the single key point of your presentation</p>	<p>Connect with Any Audience, Nancy Duarte</p> <p>Energize Your Meeting with a Story, Eddie Yoon</p> <p>Create an Effective Presentation, Nick Morgan</p> <p>Build Trust with Storytelling, Liz Keever</p>		
<p>LESSON 3 Craft the Content</p>	<p>Craft the Content: Construct a presentation that hooks your audience and communicates your message</p>	<p>Create Slides People Will Remember, Nancy Duarte</p> <p>Boost Power Through Body Language, Amy J. Cuddy</p> <p>How to Deliver an Engaging Presentation, Nick Morgan</p>		
<p>LESSON 4 Create High-Impact Media</p>	<p>Create High-Impact Media: Use visuals and other media in a presentation to support and enhance your words</p>	<p>The PowerPoint Mistake Almost Everyone Makes, Brad Holst</p> <p>How to React Non-Defensively, Brad Holst</p>		
<p>LESSON 5 Engage a Remote Audience</p>	<p>Engage a Remote Audience: Create an engaging remote presentation</p>			
<p>LESSON 6 Rehearse, Rehearse, Rehearse</p>	<p>Rehearse, Rehearse, Rehearse: Practice, refine, and prepare effectively for your presentation</p>			
<p>LESSON 7 Present with Impact</p>	<p>Present with Impact: Keep your audience engaged during a presentation</p>			
<p>LESSON 8 Evaluate Your Presentation</p>	<p>Evaluate Your Presentation: Objectively evaluate the style and substance of your presentation</p>			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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PROCESS IMPROVEMENT

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PROJECT MANAGEMENT				
<p>LESSON 1 Understand Project Management</p>	<p>Understand Project Management: None</p>	<p>Introduction to Project Management, Al Baidhani</p> <p>How to Manage Project Teams, Pamela Paton</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Clarifying Project Scope</p>	<p>FROM THE COLLECTION</p> <p>Managing Projects in Turbulent Times, Ed Barrows and Andy Neeley</p>
<p>LESSON 2 Establish Project Scope</p>	<p>Establish Project Scope: Define project objectives and scope</p>	<p>Run a Disciplined Innovation Experiment, Vijay Govindarajan</p> <p>Listen for Your Clients' Real Needs, Anthony Rotolo</p>	<p>Worksheet for Developing Rough Estimates</p>	<p>New Project? Don't Analyze—Act, Leonard Schlesinger, Charles Kiefer, and Paul Brown</p>
<p>LESSON 3 Develop a Schedule and Budget</p>	<p>Develop a Schedule and Budget: Develop a realistic project schedule and budget</p>	<p>How to Manage Scope Creep, Ray Sheen</p> <p>Why You Need a Project Plan, Robyn Bolton</p>	<p>Worksheet for Creating a Project Charter</p> <p>Worksheet for Monitoring Project Progress</p>	<p>Innovation at the Speed of Information, Steven Eppinger</p>
<p>LESSON 4 Assemble Your Project Team</p>	<p>Assemble Your Project Team: Build an effective project team</p>	<p>Be Less of a Boss and More of a Coach, Teri Mendelsohn</p> <p>Prioritize Risks in Project Management, Ray Sheen</p>	<p>DISCUSSION GUIDES</p> <p>Capturing Lessons from Past Projects</p>	<p>Why Good Projects Fail Anyway, Nadim F. Matta and Ronald N. Ashkenas</p>
<p>LESSON 5 Manage Project Risks</p>	<p>Manage Project Risks: Assess and manage project risks</p>	<p>The Equation for Change, June Delano, Partner</p> <p>Clarify Roles, Kate Sweetman</p>	<p>Balancing a Project's Competing Demands</p>	<p>Learning in the Thick of It, Marilyn Darling, Charles Parry, and Joseph Moore</p>
<p>LESSON 6 Monitor Project Progress and Problems</p>	<p>Monitor Project Progress and Problems: Keep projects on track</p>	<p>A Roadmap to Better Project Management, Bhaskar Vaidyanathan</p> <p>Why Postmortems are Essential, Ray Sheen</p>		<p>The New Science of Building Great Teams, Alex Pentland</p>
<p>LESSON 7 Communicate with Stakeholders</p>	<p>Communicate with Stakeholders: Communicate project progress and problems to stakeholders</p>			<p>Managing Risks: A New Framework Robert S. Kaplan, Anette Mikes</p>
<p>LESSON 8 Close Out a Project</p>	<p>Close Out a Project: Evaluate project results and lessons learned</p>			<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS &	ARTICLES
RETAINING EMPLOYEES				
<p>LESSON 1 Understanding Employee Retention</p>	<p>Understanding Employee Retention: None</p>	<p>Introduction to Retaining Employees, Susan David</p> <p>Find Meaning at Work, Peter Dunn,</p> <p>Competition Gone Wrong, Leslie John</p>	<p>TOOLS & HANDOUTS</p> <p>Guide for Conducting a Stay Interview and Sculpting a Job</p>	<p>FROM THE COLLECTION</p> <p>Job Sculpting: The Art of Retaining Your Best People, Timothy Butler and James Waldroop</p>
<p>LESSON 2 Hire Right</p>	<p>Hire Right: Attract high-performing employees who are likely to stay and thrive in your organization</p>	<p>Open Door Communication, Robert Chavez</p> <p>Uncovering Passion, Timothy Butler</p>	<p>Worksheet to Improve Your Microculture</p>	<p>A Market-Driven Approach to Retaining Talent, Peter Cappelli</p>
<p>LESSON 3 Create Great Jobs</p>	<p>Create Great Jobs: Give employees opportunities for personally meaningful work</p>	<p>The Right Stuff, Sharon Jordan-Evans</p> <p>The Stay Interview, Sharon Jordan-Evans</p>	<p>Retaining Different Generations</p>	<p>Why Are We Losing All Our Good People?, Edward E. Lawler III, Jim Cornelius, F. Leigh Branham, Anna Pringle, Jean Martin</p>
<p>LESSON 4 Create a Great Culture</p>	<p>Create a Great Culture: Establish a group culture that encourages retention</p>	<p>Express Gratitude, Beverley Kaye</p> <p>Value Your Employees as Individuals, Susan David</p>	<p>Tailor the Burnout Remedy</p> <p>DISCUSSION GUIDES</p>	<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p>LESSON 5 Tailor Retention Strategies</p>	<p>Tailor Retention Strategies: Tailor retention strategies to different workforce segments</p>	<p>Give People Credit, Steve Kerr</p> <p>The Power of Stories in Corporate Culture, Peter Bregman</p>	<p>Hire People Who Will Stay</p>	
<p>LESSON 6 Manage At-Risk Employees</p>	<p>Manage At-Risk Employees: Prevent burnout and minimize key employee attrition</p>	<p>Generation Gaps, Sharon Jordan-Evans</p> <p>Let Employees Work Smart, Tammy Erickson</p> <p>Design an Organization that Makes a Difference, Christian Busch</p> <p>Know the Signs of Burnout, Lauren Mackler</p> <p>A New Way to Prevent Employee Exhaustion, Jochen Menges</p>	<p>Keep Your Best Employees on Board</p>	

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
STRATEGIC THINKING				
<p>LESSON 1 Understand Strategic Thinking</p> <p>LESSON 2 Identify Relationships and Trends</p> <p>LESSON 3 Broaden Your Perspective</p> <p>LESSON 4 Look for Emerging Opportunities</p> <p>LESSON 5 Put Strategic Thinking into Action</p>	<p>Understand Strategic Thinking: None</p> <p>Identify Relationships and Trends: Identify relationships, patterns, and trends that affect strategic decisions</p> <p>Broaden Your Perspective: Challenge assumptions to generate new possibilities for your organization</p> <p>Look for Emerging Opportunities: Scan for opportunities and challenges, and strategize for the future</p> <p>Put Strategic Thinking into Action: Make well-informed decisions that advance strategic priorities</p>	<p>Introduction to Strategic Thinking, Bill Taylor</p> <p>The Difference Between Strategic Planning and Strategic Thinking</p> <p>Everyone Needs to Think Strategically, Anne Manning</p> <p>Stay Open to New Ideas, Mason Weintraub</p> <p>Take Time to Think Strategically, Nina Bowman</p> <p>Zoom In and Out, Rosabeth Moss Kanter</p> <p>Listen for Opportunities, Brett Vankoski</p> <p>The Five Whys, Eric Ries</p> <p>Share the Vision, Cynthia Montgomery</p> <p>Part 1: The team lists their assumptions</p> <p>Part 2: The team challenges their assumptions</p> <p>Part 3: The team discusses alternative strategies</p> <p>Part 4: The team considers the business implications</p> <p>Catalyzing Innovation in Your Team, Frank Barrett</p> <p>The Art of Asking Questions</p> <p>Collaboration by Difference, Cathy Davidson</p> <p>Divergent Thinking for Sparking New Ideas, Anne Manning</p> <p>Practice Divergent Thinking, Anne Manning</p> <p>Why a Good Idea Isn't Enough, Brian S. Cohen</p> <p>Sound Strategic, Nina Bowman</p> <p>Think Ahead, Adrian Beggan</p> <p>Learning Together in a U.S. Hospital, Anne Manning</p>	<p>TOOLS & HANDOUTS</p> <p>Strategic Thinking Self-Assessment</p> <p>Characteristics of Strategic Thinkers</p> <p>Worksheet for Seeing the Larger Context</p> <p>Worksheet to Identify Relationships, Patterns, and Trends</p> <p>Worksheet for Broadening Your Perspective</p> <p>Sample Strategic Questions</p> <p>Worksheet for Exploring Scenarios</p> <p>Worksheet for Collecting Key Information</p> <p>Worksheet for Considering Internal Stakeholders' Needs</p> <p>Worksheet for Making Trade-Offs</p> <p>Anticipate and Prevent Unintended Consequences</p> <p>DISCUSSION GUIDES</p> <p>Exploring a Project's Strategic Potential</p> <p>Begin to Identify Potential Solutions</p>	<p>FROM THE COLLECTION</p> <p>The Fall and Rise of Strategic Planning, Henry Mintzberg</p> <p>How Leaders Can Focus on the Big Picture, Elsbeth Johnson</p> <p>How to Build a Culture of Originality, Adam Grant</p> <p>Living in the Futures, Angela Wilkinson and Roland Kupers</p> <p>Optimizing Each Part of a Firm Doesn't Optimize the Whole Firm, Greg Satell</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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STRATEGY PLANNING AND EXECUTION

<p>LESSON 1 Understand Strategy</p>	<p>Understand Strategy: None</p>	<p>Introduction to Strategy Planning and Execution, Bruce Harreld</p> <p>Dynamic Strategy, Cynthia Montgomery</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Conducting a SWOT Analysis</p>	<p>FROM THE COLLECTION</p> <p>What Is Strategy, Michael Porter</p>
<p>LESSON 2 Develop a Strategic Plan</p>	<p>Develop a Strategic Plan: Develop components of a strategic plan</p>	<p>How IBM's Vision Changed Strategy Execution, Bruce Harreld</p> <p>Develop a Strategy as a Team, C. Cody Phipps</p>	<p>Worksheet for Ensuring Alignment</p> <p>Worksheet for Tracking Progress</p>	<p>Turning Great Strategy into Great Performance, Michael C. Mankins and Richard Steele</p>
<p>LESSON 3 Create Detailed Action Plans</p>	<p>Create Detailed Action Plans: Develop detailed action plans that support your organization's strategy</p>	<p>Make Strategy Discussions More Productive, Roger Martin</p> <p>Simplify Your Strategy, Donald Sull</p>	<p>Strategic Planning</p> <p>DISCUSSION GUIDES</p> <p>Defining Objectives and Targets</p>	<p>Balanced Scorecard: Measures That Drive Performance, Robert S. Kaplan, David P. Norton</p> <p>The Execution Trap, Robert Martin</p>
<p>LESSON 4 Execute Strategic Plans</p>	<p>Execute Strategic Plans: Manage the execution of strategic plans</p>	<p>Performance Objectives, Bob Kaplan</p> <p>Getting Strategy Execution Right, Michael Jarrett</p> <p>Start a Turnaround with a Strategy Map, Tiziana Dearing</p>	<p>Implementing a Strategic Action Plan</p>	<p>Manage Your Human Sigma, John H. Fleming, Curt Coffman, James K. Harter</p>
<p>LESSON 5 Evaluate and Reward Performance</p>	<p>Evaluate and Reward Performance: Evaluate and reward performance in executing action plans</p>	<p>Get Buy-In for Your New Strategy, Michele Jurgens</p> <p>Mission and Objectives, Robert Kaplan</p> <p>Measure Employee Productivity Accurately, Francesca Gino</p> <p>Five Ways to Measure Performance, Stacey Barr</p>		<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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STRESS MANAGEMENT				
<p>LESSON 1 Understand Workplace Stress</p>	<p>Understand Workplace Stress: None</p>	<p>Introduction to Stress Management, Annie Perrin</p> <p>The Vicious Stress Cycle, Bronwen Fryer</p> <p>Leading Like a Swan, Gill Rider</p>	<p>TOOLS & HANDOUTS</p> <p>Workplace Stress Assessment</p> <p>Worksheet to Reduce Stress</p> <p>Stress Sources Checklist</p>	<p>FROM THE COLLECTION</p> <p>Monitor and Manage Your Stress Level for Top Performance, Judith A. Ross</p>
<p>LESSON 2 Assess Your Stress Levels</p>	<p>Assess Your Stress Levels: Assess your stress levels</p>	<p>How to Avoid Stress in Uncertain Situations, Ellen Langer</p> <p>Create Time for Your Most Important Work, Jordan Cohen</p>	<p>DISCUSSION GUIDES</p> <p>Managing Stress in Our Group</p> <p>Maintaining a Healthy Work/Life Balance</p>	<p>Pull the Plug on Stress, Bruce Cryer, Rollin McCraty, and Doc Childre</p>
<p>LESSON 3 The Stress-Resolution Framework</p>	<p>The Stress Resolution Framework: Use a framework to resolve negative stress</p>	<p>How to Concentrate Under Pressure, Daniel Goleman</p> <p>Meditating on Wall Street, Nina Godiwalla</p> <p>The Importance of Sleep, Tony Schwartz</p>		<p>Overloaded Circuits: Why Smart People Underperform, Edward M. Hallowell</p>
<p>LESSON 4 Manage Stress in the Moment</p>	<p>Manage Stress in the Moment: Apply coping techniques to address immediate stress</p>	<p>How to Talk with Your Boss About Work Overload, Lauren Mackler</p> <p>A New Way to Prevent Employee Exhaustion, Jochen Menges</p>		<p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p>LESSON 5 Manage Stress in the Long Term</p>	<p>Manage Stress in the Long-Term: Apply coping techniques to address long-term stress</p>	<p>Dinner at Six, Allison Rimm</p> <p>Take Time to Disconnect, Flemming Petersen</p> <p>Understand What Success Means to You, Elizabeth Grace Saunders</p>		
<p>LESSON 6 Maintain a Healthy Work/Life Balance</p>	<p>Maintain a Healthy Work/Life Balance: Maintain a healthy work/life balance</p>	<p>How to Budget Your Time Effectively, Elizabeth Grace Saunders</p> <p>Defuse Tension to Come to an Agreement, Gregory Madsen</p>		

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
TEAM MANAGEMENT				
LESSON 1 Foster Trust	Foster Trust: Foster trust within your team	Introduction to Team Management	Get Comfortable With Team Conflict , Mark De Rond	TOOLS & HANDOUTS Worksheet for Building a Team
LESSON 2 Strengthen Team Identity	Strengthen Team Identity: Strengthen your team's identity	How New Managers Can Establish Credibility , Gene Daley	Anger Is Tricky , Sharon Grady	Worksheet for Resolving Team Conflict
LESSON 3 Make Decisions Effectively	Make Decisions Effectively: Help your team make decisions	How To Build Trust On Your Virtual Team , Keith Ferrazzi	Focus On Shared Values , Allison Rimm	Resolve Team Conflict
LESSON 4 Resolve Conflict	Resolve Conflict: Make conflict constructive and resolve harmful conflicts	On The Line , June Delano	Seek Feedback , Michael Roberto	Bring the Process to Closure—End Deliberation at the Right Time
LESSON 5 Encourage Collaboration	Encourage Collaboration: Ensure collaboration and participation from all team members	Avoid Narrow Thinking While Making Decisions , Stevenson Carlebach	Collaboration by Difference , Cathy Davidson	Evaluation Methods
LESSON 6 Evaluate Performance	Evaluate Performance: Evaluate your team's performance	Decision Making for Results , Lisa Finkelstein	Measure Employee Productivity Accurately , Francesca Gino	Strengthen Your Team's Identity
		A Formula for Building Trusting Relationships , Gill Rider	How Diversity Fuels Group Emotional Intelligence , Daniel Goleman	Assess Decision-Making Process
		Collaborating for a Purpose , Amy Gallo	Divergent Thinking for Sparking New Ideas , Anne Manning	Encourage Collaboration
		Create Rules to Unify Your Team , Gregory W. Madsen	How to Give Meaningful Feedback , Michael Mauboussin	Practice Divergent and Convergent Thinking
		Lead Your Team in Making a Good Decision , Amy Edmondson	Reward Individual and Team Performance , Monique Valcour	DISCUSSION GUIDES Assess and Improve a Decision-Making Process
		Teamwork on the Fly , Amy Edmondson		Managing Conflicts in Your Team
				FROM THE COLLECTION Diagnosing and Fixing Dysfunctional Teams , Anne Field Tension in Teams , Jim Kling Want Collaboration? Accept—and Actively Manage—Conflict , Jeff Weiss and Jonathan Hughes Pioneers, Drivers, Integrators, and Guardians , Suzanne M. Johnson Vickberg and Kim Christfort Making Dumb Groups Smarter: The New Science of Group Decision Making , Cass R. Sunstein and Reid Hastie The Secrets of Great Teamwork , Martine Haas and Mark Mortensen EDITOR'S CHOICE Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
TIME MANAGEMENT				
<p>LESSON 1 Understand Time Management</p> <p>LESSON 2 Prioritize Your Goals</p> <p>LESSON 3 Analyze Your Current Activities</p> <p>LESSON 4 Create a Realistic Schedule</p> <p>LESSON 5 Sustain Your Productivity Gains</p> <p>LESSON 6 Manage Time as a Team</p>	<p>Understand Time Management: None</p> <p>Prioritize Your Goals: Prioritize goals when managing your time</p> <p>Analyze Your Current Activities: Analyze current activities and identify ways to improve your use of time</p> <p>Create a Realistic Schedule: Build a realistic schedule based on key priorities</p> <p>Sustain Your Productivity Gains: Adopt new time management habits to sustain your productivity gains</p> <p>Manage Time as a Team: Improve time management in your organization</p>	<p>Introduction to Time Management, Joanne Chang</p> <p>Keys to Effective Time Management, Alison Beard, based on the work of Jordan Cohen, Julian Birkenshaw, Teresa Amabile, and Steven Kramer</p> <p>Understand What Success Means to You, Elizabeth Grace Saunders</p> <p>Create Time for Your Most Important Work, Jordan Cohen</p> <p>How Successful People Reach Their Goals, Heidi Grant Halvorson</p> <p>Use Values to Make Work-Life Decisions, Terrie Campbell</p> <p>How to Budget Your Time Effectively, Elizabeth Grace Saunders</p> <p>Productivity, Aus Al-Tawil</p> <p>The Key to Being on Time, Peter Bregman</p> <p>Focus Your To-Do List, Peter Bregman</p> <p>Priorities, Stever Robbins</p> <p>Be Present with Each Task, Judy Ringer</p> <p>Defeating the Midday Slump, Alison Beard, based on the work of Carolyn O'Hara</p> <p>Dinner at Six, Allison Rimm</p> <p>Develop Productivity Rituals, Tony Schwartz</p> <p>How to Talk with Your Boss About Work Overload, Lauren Mackler</p> <p>A New Way to Prevent Employee Exhaustion, Jochen Menges</p> <p>Master the Art of Effective Delegation, Elizabeth Grace Saunders</p> <p>Maintain Momentum with Focused Meetings, Ray Sheen</p> <p>Make Your Meetings More Productive, Katie Smith Milway</p> <p>Adopting Generation Y Practices at Work, Tammy Erickson</p>	<p>TOOLS & HANDOUTS</p> <p>Time Management Process</p> <p>Worksheet for Prioritizing Goals</p> <p>Daily Activity Log Form</p> <p>Self-Assessment for Identifying Low-Value Tasks</p> <p>Daily To-Do List Form</p> <p>Assess Your Time Management Progress</p> <p>Avoiding Schedule Overload</p> <p>Worksheet for Managing Email</p> <p>Strategies for Replenishing Your Energy</p> <p>Worksheet for Designing a Ritual</p> <p>Worksheet for Talking to Your Boss about Work Overload</p> <p>Run a Productive Meeting</p> <p>DISCUSSION GUIDES</p> <p>Controlling Common "Time-Wasters"</p> <p>Setting Your Daily Priorities and Schedule</p>	<p>FROM THE COLLECTION</p> <p>Overloaded Circuits: Why Smart People Underperform, Edward M. Hallowell</p> <p>Make Time for the Work That Matters, Julian Birkinshaw and Jordan Cohen</p> <p>Manage Your Energy, Not Your Time, Tony Schwartz and Catherine McCarthy</p> <p>Management Time: Who's Got the Monkey?, William Oncken Jr. and Donald L. Wass</p> <p>The Focused Leader, Daniel Goleman</p> <p>Manage Your Team's Collective Time, Leslie A. Perlow</p> <p>EDITOR'S CHOICE</p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
WRITING SKILLS				
LESSON 1 Plan Your Writing Project	Plan Your Writing Project: Clarify your purpose, audience, scope, and initial ideas before writing	Introduction to Writing Skills Why You Should Read Your Memo Out Loud, Bill Taylor Go Beyond Your Initial Idea of an Audience, Nick Morgan Collaborate by Sharing a Strong Outline, Bryan A. Garner	TOOLS & HANDOUTS Editing Checklist Email Checklist Business Writing Checklist Common Usage Mistakes	FROM THE COLLECTION Winning Proposition, Janice Obuchowski Writing an Executive Summary That Means Business, John Clayton Everyday Writing: Memos, Letters, and E-mail, Book chapter
LESSON 2 Organize Your Content	Organize Your Content: Organize content in a logical flow for your readers	Getting Stuck is Part of the Process, Nick Morgan Three Elements to Expressing Your Idea, Julia Kirby	DISCUSSION GUIDES Taking a "Reader-Centered" Approach Writing Effective Email	EDITOR'S CHOICE Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.
LESSON 3 Write Your First Draft	Write Your First Draft: Write a first draft that represents your key ideas and structure	A Process for Clear and Persuasive Writing, Mark Rennella Communicating with 140 Characters, Simon Cohen		
LESSON 4 Revise Your Draft	Revise Your Draft: Edit your writing for content, structure, style, and design	Find Your Voice, Sarah Green Every Writer Needs an Editor, Bryan A. Garner		
LESSON 5 Strengthen Your Writing Skills	Strengthen Your Writing Skills: Use sound grammatical and editorial skills when writing	Computing vs. Human Capability, Andrew McAfee Five Ways to Improve Your Business Writing, Bryan A. Garner High Impact Email, Deborah Dumaine		