

Content Summary by Course

Updated November 2022

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—courses, 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.

COURSE STRUCTURE		ADDITIONAL FEATURES
<p>LESSON: Each course contains Lessons, which are comprised of Learn, Practice, and Reflect. Some Lessons only contain a Learn section.</p> <p>PERFORMANCE GOAL: Performance-based skills tied to each Lesson.</p> <p>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.</p> <p>PRACTICE: These activities provide an opportunity to practice skills and further reinforce the learning. There is one Practice activity per performance-oriented Lesson.</p>	<p>REFLECT: Reflect provides an opportunity for a learner to reflect on the key concepts in the Lesson.</p> <p>ASSESSMENT: The multiple-choice, scenario-based test measures comprehension of the material and one’s ability to apply it.</p> <p>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.</p>	<p>DISCUSSION GUIDES: Managers use the Guides to lead team discussions about how the course concepts apply to and can be used in their teams’ work.</p> <p>EDITOR’S CHOICE: Curated monthly from Harvard Business Review to bring timely and relevant articles to lessons.</p> <p>FROM THE COLLECTION: Articles from Harvard Business Publishing experts and thought leaders.</p> <p>QUICK-READ: The Quick-Read presents only the key concepts in a course for a learner to review in approximately 20 minutes.</p> <p>PODCASTS: Curated regularly from HBR to complement HMM lessons.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
ATTRACTING AND CULTIVATING TALENT				
<p>LESSON 1 Shape a Positive Employee Journey</p> <p>LESSON 2 Attract the Talent You Need</p> <p>LESSON 3 Hire and Onboard Team Members</p> <p>LESSON 4 Engage and Keep Employees</p> <p>LESSON 5 Manage Team Transitions</p>	<p>Shape a Positive Employee Journey: Foster a positive and inclusive work environment where individuals feel respected, valued, and supported</p> <p>Attract the Talent You Need: Attract a diverse talent pool with the skills your team needs</p> <p>Hire and Onboard Team Members: Identify people who will thrive at your organization and create a positive hiring experience for new employees</p> <p>Engage and Keep Employees: Retain and engage employees through a culture of learning and development</p> <p>Manage Team Transitions: Anticipate and navigate team changes with grace</p>	<p>Your Role in the Employee Journey, Angela Cheng-Cimini</p> <p>Help Team Members Reach Their Dreams, Hubert Joly</p> <p>Make Work More Attractive for Your Team, Felix Oberholzer-Gee</p> <p>Rethink Job Qualifications, Deborah Elam</p> <p>Interrupt Bias in Hiring, Joan C. Williams</p> <p>Level Up at Work: Interviewing Job Candidates, Isabella Diaz, KeyAnna Schmiedl</p> <p>How Was Your First Day?, Ryan Dexter</p> <p>Navigating the Career “Rock Wall,” KeyAnna Schmiedl</p> <p>Tours of Duty, Christopher Yeh</p> <p>Prevent and Manage Employee Exits, Angela Cheng-Cimini</p> <p>Build Your Alumni Network, Christopher Yeh</p>	<p>TOOLS AND HANDOUTS</p> <p>Improve Your Team Culture</p> <p>Practical Tips for Creating a Compelling Job Description</p> <p>Interview Scorecard</p> <p>Develop Effective Interview Questions</p> <p>2x2 Matrix to Prioritize Skill Building</p> <p>Guide for Conducting Development Conversations</p> <p>Preparing for the Last Day Checklist</p> <p>Strategies for Reducing Burnout</p> <p>DISCUSSION GUIDES</p> <p>Attract a Diverse Talent Pool</p> <p>Choose the Right Candidate</p>	<p>FROM THE COLLECTION</p> <p>Reengineering the Recruitment Process</p> <p>You Need a Skill-Based Approach to Hiring and Developing Talent, Ryan Roslansky</p> <p>EDITOR’S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course’s Resources page.</p>

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>Opportunity vs. Cost in a New Market, 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>Note on Budget Formulation in Nonprofit Organizations, David W. Young</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>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>DISCUSSION GUIDES</p> <p>Preparing Accurate Sales Volume Forecasts</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>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 regularly. Currently featured articles are listed within each course's Resources page.</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>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 regularly. Currently featured articles are listed within each course's Resources page.</p>

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

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
CHANGE MANAGEMENT				
LESSON 1 Your Role in Change	Your Role in Change: None	Bust the Myth on Change , Nick Tasler	TOOLS & HANDOUTS	EDITOR'S CHOICE
		Make the Most of Constant Change , Amy Jen Su	Changing Your Habits	Updated regularly.
LESSON 2 Navigate Continual Change	Navigate Continual Change: Foster skills for making the most of continual change	What's Your Outlook on Change? , Nick Tasler	Understanding and Changing Your Habits	Currently featured articles are listed within each course's Resources page.
		Prepare Your Brain for Change , Margaret Moore	Initiating Change	
LESSON 3 Inspire Your Team to Initiate Change	Inspire Your Team to Initiate Change: Identify and carry out opportunities for improvement	Learn into Change , Frank Saucier	Experimenting with a Prototype	
		Psychological Safety at Work: SAFE , Amy Edmondson	Evaluating a Change Project	
LESSON 4 Lead a Change Initiative	Lead a Change Initiative: Plan for and manage successful change projects	Engage People in Change Through Inquiry , Amy Edmondson	Overcome Internal Barriers to Change	
		Use "Social Proof" to Change Behavior , Thomas Wedell-Wedellsborg	DISCUSSION GUIDES	
LESSON 5 Address Resistance to Change	Address Resistance to Change: Anticipate and address factors that can derail change	How to Successfully Implement a Change Initiative	Overcome Resistance to Change	
		Help People Shift Their Thinking About a Change , Mark Boncheck	Identify Opportunities for Change	
		Are You Sabotaging Your Team's Change Efforts?		

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
CRISIS MANAGEMENT				
<p>LESSON 1 What You Need to Tackle a Crisis</p>	<p>What You Need to Tackle a Crisis: None</p>	<p>Instincts Only Get You So Far in a Crisis, Michael Roberto</p> <p>Plan—and Be Ready to Shift Gears, Michael Roberto</p>	<p>TOOLS & HANDOUTS</p> <p>Guide to Making Good Decisions in a Crisis</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 2 Respond Swiftly to a Crisis</p>	<p>Respond Swiftly to a Crisis: Take quick, decisive actions in volatile situations and adapt plans as needed</p>	<p>When Everything Feels Like a Priority, Bryan Simmons</p> <p>Three Rules for Communicating During a Crisis, Nancy Koehn</p>	<p>Acting with Agility and Resilience in a Crisis</p> <p>Crisis Communication Dos and Don'ts</p>	
<p>LESSON 3 Communicate Early and Often During a Crisis</p>	<p>Communicate Early and Often During a Crisis: Communicate clearly by managing uncertainty, dispelling rumors, and sharing what you know</p>	<p>Upgrade Your Virtual Meetings During a Crisis, Kelsey Alpaio</p> <p>Stay Close to Your Team During Uncertain Times, Bryan Simmons</p>	<p>Weekly Routine for a Team in Crisis</p> <p>Handling Strong Emotions in a Crisis</p>	
<p>LESSON 4 Lead with Compassion in a Crisis</p>	<p>Lead with Compassion in a Crisis: Connect with and comfort your team during a crisis so they remain resilient and productive</p>	<p>Trouble Connecting with Your Team? Try Stories, David Hutchens</p> <p>Capture Your Team's Wisdom Through Stories, David Hutchens</p>	<p>DISCUSSION GUIDES</p> <p>Lead Your Team Through a Crisis</p>	
<p>LESSON 5 Emerge Stronger from a Crisis</p>	<p>Emerge Stronger from a Crisis: Help team members recover after a crisis, capture lessons learned, and gain new momentum</p>	<p>Remain Nimble After a Crisis, Michael Roberto</p>	<p>Communicate Clearly During a Crisis</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>Customer Focus Is in Our DNA, 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 regularly. Currently featured articles are listed within each course's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DECISION MAKING				
<p>LESSON 1 Make Better Decisions</p>	<p>Make Better Decisions: Understand decision-making challenges and start making better decisions</p>	<p>Cultural Diversity Leads to Better Decision Making, Vincent Onyemah</p> <p>Diagnostic Thinking, Ranjay Gulati</p>	<p>TOOLS & HANDOUTS</p> <p>Key Critical Thinking Skills</p> <p>Avoid Common Decision-Making Traps</p>	<p>FROM THE COLLECTION</p> <p>Critical Thinking Is About Asking Better Questions, John Coleman</p>
<p>LESSON 2 Overcome Decision-Making Traps</p>	<p>Overcome Decision-Making Traps: Identify cognitive biases and apply strategies to counteract them</p>	<p>The Hidden Traps in Decision Making</p> <p>Flawed Decision Making and How to Avoid It, Michael Roberto</p>	<p>Four Steps to Making a Decision</p> <p>Tips for Guiding a Group Discussion</p>	<p>Don't Let Anchoring Bias Weigh Down Your Judgment, Helen Lee Bouygues</p>
<p>LESSON 3 Four Steps to Effective Decisions</p>	<p>Four Steps to Effective Decisions: Use an effective four-step process to ask questions, generate options, carry out a decision, and iterate if needed</p>	<p>Different Perspectives Lead to Better Decisions, Francesca Gino</p> <p>What Decision Would You Make?</p>	<p>Will This Decision Benefit from Data?</p> <p>Work Toward a Decision</p>	<p>Who Has the D? How Clear Decision Roles Enhance Organizational Performance, Paul Rogers, Marcia W. Blenko</p>
<p>LESSON 4 Manage Group Decision Making</p>	<p>Manage Group Decision Making: Lead effective group decisions</p>	<p>Challenge a Hypothesis to Make a Better Decision, Bryan Simmons</p> <p>Make Good Team Decisions, Amy Edmondson</p>	<p>Lead Your Group to Better Decisions</p> <p>Common Decision-Making Approaches</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 5 Use Data to Guide Decisions</p>	<p>Use Data to Guide Decisions: Use data effectively to improve decisions</p>	<p>Help Your Team Learn from Decisions, Linda A. Hill</p> <p>The Three A's of Data</p> <p>When to Use Data to Make Decisions, Thomas H. Davenport</p>	<p>DISCUSSION GUIDES</p> <p>Good Questions Lead to Good Decisions</p> <p>Learn from and Refine Your Decisions</p>	

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DELEGATING				
<p>LESSON 1 The Delegation Advantage</p>	<p>The Delegation Advantage: None</p>	<p>Create Time for Your Most Important Work, Jordan Cohen</p> <p>Master the Art of Effective Delegation, Elizabeth Grace Saunders</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>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>LESSON 2 Prepare to Delegate</p>	<p>Prepare to Delegate: Determine what to delegate and whom to delegate it to</p>	<p>How Delegation Helps Everyone, Enrique Dilone</p>	<p>DISCUSSION GUIDES</p> <p>Managing Delegating Work Successfully</p> <p>Overcoming Obstacles to Delegating</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 3 Communicate the Assignment</p>	<p>Communicate the Assignment: Communicate the assignment and secure commitment to the work</p>	<p>Make Delegation Your Development Tool, Carol Kauffman</p> <p>Make Yourself Replaceable, Esther Alegria</p> <p>Tune Into the Skills Your Team Offers, Carol Kauffman</p>		
<p>LESSON 4 Monitor and Support the Work</p>	<p>Monitor and Support the Work: Monitor and support your direct report's delegated work</p>	<p>Freedom to Act, Srikant Datar</p> <p>Creating a Win-Win, Vineet Kapoor</p> <p>What Can I Take Off Your Desk?, Bryan E. Simmons</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DEVELOPING EMPLOYEES				
<p>LESSON 1 Grow People Further, Faster</p>	<p>Grow People Further, Faster: None</p>	<p>Intent, Interest, and Invest, Shubha Shridharan</p> <p>Rethink Your To-do List</p>	<p>TOOLS & HANDOUTS</p> <p>Individual Development Plan Worksheet</p> <p>Questions for Development Conversations</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 2 Find Time to Develop Others</p>	<p>Find Time to Develop Others: Make employee development a regular, ongoing activity</p>	<p>Gain a Reputation as a Great Boss, Christopher Yeh</p> <p>Learning by Doing is the Best Recipe, Joanne Chang</p>	<p>Ideas for Turning Daily Tasks into Development Opportunities</p> <p>Worksheet for Evaluating Your To-Do List</p>	
<p>LESSON 3 Promote Hands-on Learning</p>	<p>Promote Hands-on Learning: Help team members develop through experience</p>	<p>Mentor Moment: Room Enough to Grow, Amy Jen Su</p> <p>Don't Squash Your Employee's Ambitions, Whitney Johnson</p>	<p>Tools for Providing Input</p> <p>Manager Planning Worksheet for Development Discussions</p>	
<p>LESSON 4 Create a Development Plan</p>	<p>Create a Development Plan: Create effective development plans</p>	<p>Mentor Moment: Managing Outside Your Area of Expertise, Amy Jen Su</p> <p>Be Generous with Your Network, Elle Simon</p>	<p>Employee Planning Worksheet for Development Discussions</p> <p>DISCUSSION GUIDES</p>	
<p>LESSON 5 Propel Career Growth</p>	<p>Propel Career Growth: Support employees in outgrowing their current roles</p>	<p>Let Your Employees Take Center Stage, Ariel Horn</p>	<p>Encourage Hands-on Learning</p> <p>Prioritize Development</p>	

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DIFFICULT INTERACTIONS				
<p>LESSON 1 Respond to Conflict with Confidence</p>	<p>Respond to Conflict with Confidence: Know your options for responding to conflict at work</p>	<p>Why Conflict Can Be Good for Innovation, Linda A. Hill</p> <p>What's Your Approach to Conflict?, Amy Gallo</p> <p>A Healthy Way to Engage with Conflict, Francesca Gino</p> <p>Get Ready for a Tough Conversation, Aaron Gonzales</p> <p>What Good Listening Really Sounds Like, Amy Gallo</p> <p>How Would You Navigate This Conversation?</p> <p>Felix and Sarah Meet to Resolve a Conflict</p> <p>Felix and Sarah Explore Options Together</p> <p>Turning Conflict into a Healthier Relationship, Bryan Simmons</p> <p>One Key to Resolving Conflict: Open Mindedness, Francesca Gino</p> <p>When Conflict Is Constructive and When It's Not, Liane Davey</p>	<p>TOOLS & HANDOUTS</p> <p>How Conflict Styles Work Together</p> <p>Decide Whether to Address Conflict</p> <p>Tips for Preparing for a Difficult Interaction</p> <p>Prepare in Advance for a Difficult Conversation</p> <p>Set the Tone for a Productive Conversation</p> <p>Practice Active Listening</p> <p>Explore Solutions Together</p> <p>Rebuild Your Relationship After Conflict</p> <p>Model Effective Ways to Manage Conflict</p> <p>Manage Employee Conflict</p> <p>DISCUSSION GUIDES</p> <p>Prepare to Address Conflict</p> <p>Resolve Conflict Productively</p>	<p>FROM THE COLLECTION</p> <p>How to Navigate Conflict with a Coworker, Amy Gallo</p> <p>Managing a Polarized Workforce, Julia A. Minson, Francesca Gino</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 2 Prepare for a Difficult Conversation</p>	<p>Prepare for a Difficult Conversation: Prepare for difficult conversations</p>			
<p>LESSON 3 Talk Through a Disagreement</p>	<p>Talk Through a Disagreement: Discuss disagreements productively by listening well and sharing your perspective effectively</p>			
<p>LESSON 4 Resolve a Conflict Successfully</p>	<p>Resolve a Conflict Successfully: Resolve disputes by focusing on areas of agreement and exploring solutions</p>			
<p>LESSON 5 Help Your Team Deal with Conflict</p>	<p>Help Your Team Deal with Conflict: Coach team members to resolve their own conflicts and know when and how to intervene</p>			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
DIGITAL INTELLIGENCE				
<p>LESSON 1 Why You Need Digital Intelligence</p> <p>LESSON 2 Develop Your Digital Mindset</p> <p>LESSON 3 Lead a Digitally Capable Team</p> <p>LESSON 4 Draw Insights from Your Data</p> <p>LESSON 5 Act on Promising Digital Opportunities</p>	<p>Why You Need Digital Intelligence: None</p> <p>Develop Your Digital Mindset: Adopt, and maintain, a digital mindset</p> <p>Lead a Digitally Capable Team: Cultivate a team culture that thrives in a world driven by technology</p> <p>Draw Insights from Your Data: Use data responsibly and effectively</p> <p>Act on Promising Digital Opportunities: Identify, prioritize, and act on digital opportunities</p>	<p>Be Ready for Digital Disruption, Thomas Götz</p> <p>Change How You Think, Mark Bonchek</p> <p>Make Learning Stick, Mark Bonchek</p> <p>Three Qualities of a Connected Team, Nourdine Bihmane</p> <p>Connect with Your Team—No Matter Where They Are, Felicia Jadczyk</p> <p>The Three A's of Data</p> <p>Make Sure Your Data is Accurate—and Trustworthy, Elena McGuire</p> <p>Turn Crisis into Opportunity, Felicia Jadczyk</p> <p>Prioritize Your Digital Initiatives</p> <p>Experiment with a Purpose in Mind, Jason Wong</p>	<p>TOOLS & HANDOUTS</p> <p>Upskill Your Team</p> <p>Surface the Data You Need</p> <p>Ensure Your Data is Accurate</p> <p>How to Analyze Your Data</p> <p>Make Connections Outside Your Team</p> <p>DISCUSSION GUIDES</p> <p>Nurture a Healthy Digital Culture</p> <p>Become a Data-Driven Team</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's More Resources page.</p>

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

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
FEEDBACK ESSENTIALS				
<p>LESSON 1 Why People Avoid Feedback</p>	<p>Why People Avoid Feedback: None</p>	<p>Real-Time Feedback, Sharon Grady</p> <p>The Power of Feedback, Larry Kaye</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>Feedback is a Two-Way Street, Ellen Langer</p> <p>Make Employees Responsible for Outcomes, Dick Grote</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>You Can Do Anything!, Tammy Erickson</p> <p>Listen with Empathy to Improve Performance, Gopal Iyer</p>	<p>Four Personality Styles</p> <p>DISCUSSION GUIDES</p> <p>Prepare to Give Feedback</p>	<p>Getting 360-Degree Feedback Right, Maury Peiperl</p> <p>What to Ask the Person in the Mirror, Robert Steven Kaplan</p>
<p>LESSON 4 Create a Supportive Environment</p>	<p>Create a Supportive Environment: Create an environment that encourages improvement through feedback</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>Receiving Feedback</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 5 Seek Feedback</p>	<p>Seek Feedback: Seek feedback to improve your performance</p>	<p>Listen Carefully to Your Employees' Feedback, Hans Eben</p> <p>Stay Open When Receiving Feedback, Stevenson Carlebach</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>Finance Doesn't Have to Be Intimidating, 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>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>		

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
GOAL SETTING				
<p>LESSON 1 Why Set Goals?</p>	<p>Why set goals: None</p>	<p>How Successful People Reach Their Goals, Heidi Grant Halvorson</p> <p>Collaborative Goals, Linda Hill</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Prioritizing Goals</p> <p>Worksheet for Writing SMART Goals</p> <p>Worksheet for Setting Effective Goals</p> <p>SMART Goals</p> <p>Worksheet for Breaking Goals into Tasks</p> <p>Worksheet for Identifying Obstacle and Solutions</p> <p>Worksheet for Evaluating Impact of 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>Why Good Projects Fail Anyway, Nadim F. Matta and Ronald N. Ashkenas</p> <p>Turning Goals into Results: The Power of Catalytic Mechanisms, James C. Collins</p> <p>Get Your Team to Do What It Says It's Going to Do, Heidi Grant</p>
<p>LESSON 2 Set Goals</p>	<p>Develop goals: Set unit and employee goals</p>	<p>The Art of Stretch Targets, Srikant Datar</p> <p>Ambitious Goals Require a Shift in Mindset, Enrique DiLone</p>	<p>DISCUSSION GUIDES</p> <p>Developing Unit Goals</p> <p>Accomplishing Goals</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 3 Accomplish Goals</p>	<p>Accomplish goals: Foster successful goal achievement</p>	<p>Find Meaning At Work, Peter Dunn</p> <p>Setting Your Goals Without Jargon, Stacey Barr</p>		
<p>LESSON 4 Evaluate Goals</p>	<p>Evaluate goals: Evaluate goals and the process for achieving them</p>	<p>Chop Goals Down to Size, Stever Robbins</p> <p>Five Ways To Measure Performance, Stacey Barr</p> <p>Distinguish Good Failures from Bad Ones, Amy Edmondson</p> <p>Learn From Successes, Ranjay Gulati</p> <p>Mentor Moment: The Importance of Setting Goals, Amy Jen Su</p> <p>Limit Your Goals, Dorie Clark</p> <p>Three Reasons to Evaluate Your Goals, Dorie Clark</p>		

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
INNOVATION IMPLEMENTATION				
<p>LESSON 1 Innovation in Action</p>	<p>Innovation in Action: None</p>	<p>Everyone Can Innovate, Scott Anthony</p> <p>Start with an Idea, Michael Burtov</p> <p>Spark Eureka Moments, Hitendra Patel</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Discovering New Ideas</p> <p>Fine Tune Your Potential Solutions</p> <p>Decide on Your Highest Priorities</p> <p>Experimentation Plan Worksheet</p> <p>Experimentation Formats</p> <p>Data Collection Techniques</p> <p>Worksheet for Identifying Supporters</p> <p>Worksheet for Engaging Supporters</p> <p>5 Whys</p> <p>Worksheet for Reflecting on an Innovation Project</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 2 Identify Innovation Opportunities</p>	<p>Identify Innovation Opportunities: Identify opportunities for Innovation</p>	<p>What are Their "Jobs to Be Done"? Karen Dillon</p> <p>Surface Your Assumptions, Keith Hopper</p>		
<p>LESSON 3 Prioritize Potential Innovations</p>	<p>Prioritize Potential Innovations: Focus on your most promising innovations</p>	<p>Don't Just Define—Redefine, Heather Figallo and Lee Moreau</p> <p>Experiments: Small, Bigger, Biggest, Heather Figallo and Lee Moreau</p>		
<p>LESSON 4 Design Innovation Experiments</p>	<p>Design Innovation Experiments: Test and improve your innovations</p>	<p>Reinventing the Wheel—Literally, Dakota Decker and Michael Burtov</p> <p>Get Their Buy-in, Karen Dillon</p>		
<p>LESSON 5 Build Support for Innovation</p>	<p>Build Support for Innovation: Develop a network of supporters for your innovations</p>	<p>Three Principles to Win Executive Approval, Brad Holst</p> <p>How to Get Real Buy-In, Heather Figallo</p> <p>If at First You Don't Succeed..., Ashley Welch</p>	<p>DISCUSSION GUIDES</p> <p>Exploring Untapped Opportunities</p> <p>Identifying and Engaging Supporters for an Innovation</p>	
<p>LESSON 6 Learn from Success and Failure</p>	<p>Learn from Success and Failure: Learn from innovation successes and failures</p>	<p>When Results Challenge Your Beliefs, Keith Hopper</p> <p>Make the Most of Mistakes, Francesca Gino</p> <p>Learn from Successes, Ranjay Gulati</p>		

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
LEVERAGING YOUR NETWORKS				
<p>LESSON 1 Understand Networks</p>	<p>Understand Networks: None</p>	<p>Why Network?</p> <p>From Near-Disaster to Success, Rabi Isma</p>	<p>Mentor Moment: Your Personal Style, Judy Shen-Filerman</p>	<p>TOOLS & HANDOUTS</p> <p>Strategies for Building Three Key Networks</p>
<p>LESSON 2 Map and Assess a Network</p>	<p>Map and Asses a Network: Create a map of a network and assess the network</p>	<p>The Networking Imperative, Bala Iyer</p> <p>Why You Need to Build Networks, Linda Hill</p>	<p>Learn to Love Networking, Francesca Gino</p> <p>When Networking, First Build Rapport, Lauren Mackler</p>	<p>Network Mapping Tool</p> <p>Worksheet for Assessing Network Diversity</p>
<p>LESSON 3 Identify Ways to Strengthen a Network</p>	<p>Identify Ways to Strengthen a Network: Identify ways to strengthen a network</p>	<p>You Are Always Developing Relationships, Cindi Choi</p> <p>How to Use the Network Mapping Tool</p>	<p>Bridging Cultural Gaps, Gopal Sharma</p> <p>Mentor Moment: Culture, Judy Shen-Filerman</p>	<p>Worksheet for Assessing Quality of Network Relationships</p> <p>Worksheet for Strengthening Your Networks</p>
<p>LESSON 4 Develop Relationships</p>	<p>Develop Relationships: Initiate and develop reciprocal relationships within a network</p>	<p>Mapping a Strategic Network</p> <p>Mapping an Operational Network</p>	<p>What You Can Offer Your Connections, Dorie Clark</p> <p>Emerging Markets, Kate Sweetman</p>	<p>Overcome Barriers to Building Network Relationships</p> <p>Leveraging Networks to Lead Change</p>
<p>LESSON 5 Put Your Networks to Use</p>	<p>Put Your Networks to Use: Leverage your networks to achieve personal, team, and organizational goals</p>	<p>Mentor Moment: Diversity, Judy Shen-Filerman</p> <p>Mentor Moment: Energy Enhancers, Judy Shen-Filerman</p>	<p>Do the Right Things, Do Things Right, Gaby Poirier</p> <p>Four Keys to Fast Innovation, Christian Busch</p>	<p>Worksheet for Improving Team Effectiveness Through Networks</p> <p>Checklist for Sustaining Network Relationships</p>
<p>LESSON 6 Sustain Your Networks</p>	<p>Sustain Your Networks: Apply strategies for sustaining networks in the long term</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>Put Networks to Use</p> <p>Develop Network Relationships</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>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 regularly. Currently featured articles are listed within each course's Resources page.</p> <p>DISCUSSION GUIDES</p> <p>Using Networks Effectively</p> <p>Cultivating Strong and Weak Ties</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
MANAGING YOUR BOSS				
<p>LESSON 1 What Is Managing Your Boss?</p>	<p>What Is Managing Your Boss?: None</p>	<p>Working Well with Your Boss When You Work Remotely, JM Olejarz, based on the work of Keith Ferrazzi</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>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>Key Conversations with Your New Boss, Michael Watkins</p>	<p>Primed for Success, Cherie Matthews</p>	<p>Worksheet for Managing Multiple Bosses</p>
<p>LESSON 3 Build a Partnership</p>	<p>Build a Partnership: Build a strong partnership 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>Worksheet for Understanding Your Roles</p>
<p>LESSON 4 Communicate Effectively with Your Boss</p>	<p>Communicate Effectively with Your Boss: Communicate effectively with your boss</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>Accommodate Your Boss's Work Style</p>
<p>LESSON 5 Manage a Difficult Boss</p>	<p>Manage a Difficult Boss: Use strategies for dealing with challenging bosses</p>	<p>Boss Management 101, Lauren Mackler</p>	<p>What Can I Take Off Your Desk?, Bryan E. Simmonds</p>	<p>Actions for Clarifying Business Priorities</p>
		<p>Clarify Your Boss's Preferences, Sharon Grady</p>	<p>Change a Difficult Work Relationship, Judy Ringer</p>	<p>Worksheet for Clarifying Team Goals</p>
		<p>Is Your Boss a Listener or a Reader?, Lauren Mackler</p>	<p>Rules of the Road for Managing Up, Nina Bowman</p>	<p>Strategies for Communicating Effectively with Your Boss</p>
		<p>Mad Dog, Raymond Carvey</p>	<p>Improve Your Relationship with a Difficult Boss, Brad Holst</p>	<p>Worksheet for Negotiating Priorities</p>
		<p>Work With, Not For Your Boss, Vineet Kapoor</p>	<p>Saying No at Work, Christine Liu</p>	<p>Worksheet for Dealing with a Bad Boss</p>
		<p>When to Speak Up, Linda Hill</p>	<p>Cope With a Difficult Boss, Alexandria King, Paul Melendy, Alexander Platt</p>	<p>Strategies for Dealing with a Bad Boss</p>
				<p>Worksheet for Understanding Your Boss</p>
				<p>DISCUSSION GUIDES</p> <p>Clarifying Manager-Team Expectations</p>
				<p>Fostering Manager-Team Communication</p>
				<p>FROM THE COLLECTION</p> <p>What Your Leader Expects of You, Larry Bossidy</p> <p>Managing Your Boss, John J. Gabarro and John P. Kotter</p> <p>How Can I Do a Better Job of Managing Up?, Marshall Goldsmith</p> <p>Get the Boss to Buy In, Susan J. Ashford and James R. Detert</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>A Drop of Water, Neil Gaydon</p> <p>Conduct First-Hand Market Research, Robyn Bolton</p> <p>Simplify Customer Metrics, Rob Markey</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>LESSON 2 Understand Your Customer</p>	<p>Understand Your Customer: Research and identify target customers</p>	<p>Change the Product, Not the Customer, Rohit Deshpande</p> <p>Word Of Mouth, Larry Kramer</p> <p>Don't Be Afraid to Rethink Your Services, Kamaline Ramdas</p>	<p>DISCUSSION GUIDES</p> <p>Build a Marketing Orientation</p> <p>Understand Our Competition</p>	<p>Branding in the Digital Age: You're Spending Your Money in All the Wrong Places, David C. Edelman</p>
<p>LESSON 3 Create a Marketing Strategy</p>	<p>Create a Marketing Strategy: Develop a marketing strategy</p>	<p>Build More Than a Loyalty Program, Janis Fratamico</p> <p>Use Inclusive Marketing to Reach New Customers, Simone Ahuja</p> <p>Cashing in on Category Creation, Eddie Yoon</p>		<p>Marketing Malpractice: The Cause and the Cure, Clayton Christensen, Scott Cook, and Taddy Hall</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>How Google Markets with Emotion, Bethany Poole</p> <p>Refresh Your Marketing to Drive Sales, Matt Rogan</p> <p>Define Success Up Front, Addrian Beggan</p>		<p>How Global Brands Compete, Douglas B. Holt, John A. Quelch, Earl L. Taylor</p>
<p>LESSON 5 Global Marketing</p>	<p>Global Marketing: Market to global customers</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 regularly. Currently featured articles are listed within each course's Resources page.</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>Always Prepare for Meetings, Audrey J. Lee</p> <p>Maintain Momentum with Focused Meetings, Ray Sheen</p>	<p>TOOLS & HANDOUTS</p> <p>Meeting Agenda Form</p> <p>Meeting Preparation Checklist</p> <p>Meeting Minutes Form</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>When IBM Changed Its Meeting Culture, Bruce Harreld</p> <p>When Technology Fails You, Tsedal Neeley</p> <p>Action Items, Ellen Kumata</p> <p>Find Your Voice in Meetings, Lisa Judson</p>	<p>Common Meeting Problems & Suggested Solutions</p>	<p>Is Your Company as Dull and Unproductive as Its Meetings?, Christina Bielaszka-DuVerney</p>
<p>LESSON 3 Manage Meeting Problems</p>	<p>Manage Meeting Problems: Use intervention techniques to address meeting obstacles</p>	<p>The Meeting Climate, Linda Hill</p> <p>Inconvenience Everyone Equally, June Delano</p>	<p>DISCUSSION GUIDES</p> <p>Preparing for a Meeting</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>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>Tackling Your Toughest Meeting Problems</p>	<p>Your Meeting: Who's in Charge?, Janice Obuchowski</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
NEGOTIATING				
<p>LESSON 1 Understand Negotiation</p>	<p>Understand Negotiation: None</p>	<p>Negotiation on the Eve of Battle, Mike Wheeler</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Evaluating Levels of Authority</p>	<p>FROM THE COLLECTION</p> <p>Investigative Negotiation, Deepak Malhotra, Max H. Bazerman</p>
<p>LESSON 2 Prepare to Negotiate</p>	<p>Prepare to Negotiate: Prepare for a negotiation</p>	<p>Winning Your Exception to the Rule, Prisca Ndu</p> <p>Know Your Plays, Steven Rogers</p>	<p>Worksheet for Analyzing and Improving Your BATNA</p>	<p>Negotiating with Emotion, Kimberlyn Leary, Julianna Pillemer, Michael A. Wheeler</p>
<p>LESSON 3 Conduct a Negotiation</p>	<p>Conduct a Negotiation: Conduct single- and multiple-issue negotiations</p>	<p>Confronting a Bad Deal, Blythe McGarvie</p> <p>Fix Their Problem, Win the Deal, Bill Taylor</p>	<p>Worksheet for Determining Your Walk-Away Position</p> <p>Worksheet for Assessing the Other Party's Position</p>	<p>Getting Past Yes: Negotiating as if Implementation Mattered, Danny Ertel</p>
<p>LESSON 4 Close the Deal</p>	<p>Close the Deal: Finalize and carry out a negotiated agreement</p>	<p>Do Your Homework, Colleen O'Keefe</p> <p>Play Your Cards Right, Raymond Carvey</p>	<p>Establish Your Negotiating Position</p> <p>Dealing With Difficult People</p>	<p>When Good People (Seem to) Negotiate in Bad Faith, Max H. Bazerman, Dolly Chugh, Mahzarin R. Banaji</p>
<p>LESSON 5 Overcome Barriers to Success</p>	<p>Overcome Barriers to Success: Overcome obstacles to a successful negotiation</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>DISCUSSION GUIDES</p> <p>Assessing the Other Side's Interests</p> <p>Identifying a BATNA and Walk-Away Position</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>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 regularly. Currently featured articles are listed within each course's Resources page.</p>

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

LESSONS	PERFORMANCE GOALS	VIDEOS		TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PERSUADING OTHERS					
LESSON 1 Understand Persuasion	Understand Persuasion: None	Reach Across Siloes to Get Things Done , Keith Ferrazzi	How Empathy Can Launch a Conversation , Antonio Alves	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	Earn Your Team's Trust , 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	Leverage the Decision-Making Styles of Others , Nina Bowman	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	Laying the Groundwork , Catty Bennet Sattler	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	Take Time to Actively Listen , Monique Valcour	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	Persuade Past Resisters , Antonio Alves	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	Fix Their Problem, Win the Deal , Bill Taylor	Worksheet for Practicing Strategic Persuasion	EDITOR'S CHOICE Updated regularly. Currently featured articles are listed within each course's Resources page.
		Make Allies to Champion Your Vision , Gabriela Perez	You Are Always Developing Relationships , Cindi Choi	Worksheet for Generating a Compelling Personal Story	
		Framing the Big Picture , Scott Anthony	Pay Attention to Resistance Triggers , Stevenson Carlebach	Worksheet for Preparing a Two-sided Argument	
		Winning Your Exception to the Rule , Prisca Ndu	How to React Non Defensively , Brad Holst	Worksheet for Activating Persuasion Triggers	
		Energize Your Meeting with a Story , Eddie Yoon	Why Kindness is Good Business , Bill Taylor	Positive Habits for Engaged Listening	
		Build Trust with Storytelling , Liz Keever		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 Plan Your Best Presentation</p> <p>LESSON 2 Structure a Persuasive Presentation</p> <p>LESSON 3 Design Engaging Slides</p> <p>LESSON 4 Present Data with Impact</p> <p>LESSON 5 Prepare to Present with Confidence</p> <p>LESSON 6 Deliver a Memorable Presentation</p>	<p>Plan Your Best Presentation: Plan key elements of your presentation by identifying your goal, your core message, your audience's needs, and the setting</p> <p>Structure a Persuasive Presentation: Choose the best information to support your message and present it in the most effective format</p> <p>Design Engaging Slides: Use design principles to create clear, visually appealing slides</p> <p>Present Data with Impact: Present quantitative and qualitative data in visual form, and tell compelling stories with your data</p> <p>Prepare to Present with Confidence: Prepare for and practice delivering your presentation while managing any anxiety you may feel</p> <p>Deliver a Memorable Presentation: Deliver strong presentations and extract lessons learned from the process</p>	<p>Three Pillars of a Great Presentation</p> <p>Consider Your Audience, Michael Duarte</p> <p>Grab Your Audience's Attention, Kevin Friesen</p> <p>Choose the Right Story to Tell, Jeff Davenport</p> <p>You Don't Have to Be a Designer to Create Good Slides, Christine Liu</p> <p>Create Presentation Slides That Shine, Emily Mantulin</p> <p>Telling Stories with Data, Scott Berinato</p> <p>Elevate Your Presentation by Choosing Words with Impact, Nancy Duarte</p> <p>Improve Your Presentation Through Practice, Lyndsey Jackson</p> <p>Telling Your Nerves Who's the Boss, Samantha Glovin</p> <p>Tips for Communicating Well During Virtual Meetings, Christine Liu</p> <p>Be Aware of Your Audience, Bindu Garapaty</p> <p>A Learner Practices Her Presentation Skills, Lyndsey Jackson</p>	<p>TOOLS & HANDOUTS</p> <p>Set Yourself Up for Presentation Success</p> <p>Organize Your Presentation</p> <p>The Storytelling Principles Every Presentation Needs</p> <p>Tips for Designing Effective Slides</p> <p>Designing and Delivering Accessible Presentations</p> <p>Telling Stories with Data</p> <p>Data Charts Checklist</p> <p>Presentation Prep Checklist</p> <p>Evaluate Your Presentation</p> <p>DISCUSSION GUIDES</p> <p>Present Data Persuasively</p> <p>Troubleshoot Presentation Problems</p>	<p>FROM THE COLLECTION</p> <p>What It Takes to Give a Great Presentation, Carmine Gallo</p> <p>Visualizations That Really Work, Scott Berinato</p> <p>How to Elevate Your Presence in a Virtual Meeting, Joel Schwartzberg</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
PROCESS IMPROVEMENT				
<p>LESSON 1 Understand Business Process Improvement</p>	<p>Understand Business Process Improvement: None</p>	<p>Fixing Potholes, Robert Kaplan</p> <p>Distinguish Good Failures from Bad Ones, Amy Edmondson</p> <p>The Best Response to Customer Complaints, Nirmalya Kumar</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 5 Whys, Eric Ries</p> <p>Empower Your Customer-Facing Employees, Chris DeRose</p> <p>Five Ways to Measure Performance, Stacey Barr</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>Use “Social Proof” to Change Behavior, Thomas Wedell-Wedellsborg</p> <p>Haste Makes Waste, Esther Alegria</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>Simplicity, Srikanth Kommu</p> <p>Getting a Return on Improvement, Jim Lancaster</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>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>How to Manage Project Teams, Pamela Paton</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Clarifying Project Scope</p> <p>Worksheet for Developing Rough Estimates</p> <p>Worksheet for Creating a Project Charter</p> <p>Worksheet for Monitoring Project Progress</p> <p>DISCUSSION GUIDES</p> <p>Capturing Lessons from Past Projects</p> <p>Balancing a Project's Competing Demands</p>	<p>FROM THE COLLECTION</p> <p>Managing Projects in Turbulent Times, Ed Barrows and Andy Neeley</p> <p>New Project? Don't Analyze—Act, Leonard Schlesinger, Charles Kiefer, and Paul Brown</p> <p>Innovation at the Speed of Information, Steven Eppinger</p> <p>Why Good Projects Fail Anyway, Nadim F. Matta and Ronald N. Ashkenas</p> <p>Learning in the Thick of It, Marilyn Darling, Charles Parry, and Joseph Moore</p> <p>The New Science of Building Great Teams, Alex Pentland</p> <p>Managing Risks: A New Framework, Robert S. Kaplan, Anette Mikes</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>How to Manage Scope Creep, Ray Sheen</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>Why You Need a Project Plan, Robyn Bolton</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>LESSON 4 Assemble Your Project Team</p>	<p>Assemble Your Project Team: Build an effective project team</p>	<p>The Equation for Change, June Delano, Partner</p> <p>A Roadmap to Better Project Management, Bhaskar Vaidyanathan</p> <p>Why Postmortems are Essential, Ray Sheen</p>		
<p>LESSON 5 Manage Project Risks</p>	<p>Manage Project Risks: Assess and manage project risks</p>			
<p>LESSON 6 Monitor Project Progress and Problems</p>	<p>Monitor Project Progress and Problems: Keep projects on track</p>			
<p>LESSON 7 Communicate with Stakeholders</p>	<p>Communicate with Stakeholders: Communicate project progress and problems to stakeholders</p>			
<p>LESSON 8 Close Out a Project</p>	<p>Close Out a Project: Evaluate project results and lessons learned</p>			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
SHARPENING YOUR BUSINESS ACUMEN				
<p>LESSON 1 Why you Need Business Acumen</p>	<p>Why You Need Business Acumen: Define business acumen and understand how it benefits you at work</p>	<p>Know About Business to Grow in Business, Monisha Misra</p> <p>Level Up at Work: Understand Your Organization’s Big Picture, Isabella Diaz, Emily McComb</p> <p>Building Blocks of Business Success</p> <p>Add Value with Complements, Felix Oberholzer-Gee</p> <p>Why Gross Profit Matters, Emily McComb</p> <p>The Income Statement: Tracking Profit and Loss</p> <p>What Can You Find on a Balance Sheet, Udit Gandhi</p> <p>What to Know About Cash Flow</p> <p>A Tale of Two Business Models</p> <p>Create a Winning Business Model, Monisha Misra</p> <p>What a Change in Business Model Can Do, Hubert Joly</p> <p>Strategy: A Plan to Create Value, Felix Oberholzer-Gee</p> <p>How a Change in Strategy Saved Best Buy, Felix Oberholzer-Gee, Hubert Joly</p>	<p>TOOLS AND HANDOUTS</p> <p>Create Value for Stakeholders</p> <p>Learn About Your Customers</p> <p>Assess Your Organization’s Financial Health</p> <p>Analyze Your Business Model</p> <p>Three Key Financial Statements</p> <p>Business Model vs Business Strategy</p> <p>Elements of a Business Model</p> <p>DISCUSSION GUIDES</p> <p>Understand Business Strategy</p> <p>Develop an Enterprise Mindset</p>	<p>FROM THE COLLECTION</p> <p>Inclusive Growth: Profitable Strategies for Tackling Poverty and Inequality, Robert S. Kaplan, George Serafeim, Eduardo Tugendhat</p> <p>EDITOR’S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course’s Resources page.</p>
<p>LESSON 2 Learn What Makes Organizations Thrive</p>	<p>Learn What Makes Organizations Thrive: Describe and discuss the basic building blocks of business success</p>			
<p>LESSON 3 Build Your Financial Skills</p>	<p>Build Your Financial Skills: Read key financial statements and gain insight into your organization’s financial health</p>			
<p>LESSON 4 Business Model Basics</p>	<p>Business Model Basics: Understand business models and how your organization creates, captures, and delivers value</p>			
<p>LESSON 5 Know Your Organization’s Strategy</p>	<p>Know Your Organization’s Strategy: Learn about business strategy and how organizations gain competitive edge</p>			

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
STRATEGY PLANNING AND EXECUTION				
<p>LESSON 1 Understand Strategy</p>	<p>Understand Strategy: None</p>	<p>Dynamic Strategy, Cynthia Montgomery</p> <p>How IBM's Vision Changed Strategy Execution, Bruce Harreld</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Conducting a SWOT Analysis</p> <p>Worksheet for Ensuring Alignment</p> <p>Worksheet for Tracking Progress</p> <p>Strategic Planning</p> <p>DISCUSSION GUIDES</p> <p>Defining Objectives and Targets</p> <p>Implementing a Strategic Action Plan</p>	<p>FROM THE COLLECTION</p> <p>What Is Strategy, Michael Porter</p> <p>Turning Great Strategy into Great Performance, Michael C. Mankins and Richard Steele</p> <p>Balanced Scorecard: Measures That Drive Performance, Robert S. Kaplan, David P. Norton</p> <p>The Execution Trap, Robert Martin</p> <p>Manage Your Human Sigma, John H. Fleming, Curt Coffman, James K. Harter</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 2 Develop a Strategic Plan</p>	<p>Develop a Strategic Plan: Develop components of a strategic plan</p>	<p>Develop a Strategy as a Team, C. Cody Phipps</p> <p>Make Strategy Discussions More Productive, Roger Martin</p> <p>Simplify Your Strategy, Donald Sull</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>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>LESSON 4 Execute Strategic Plans</p>	<p>Execute Strategic Plans: Manage the execution of strategic 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>LESSON 5 Evaluate and Reward Performance</p>	<p>Evaluate and Reward Performance: Evaluate and reward performance in executing action plans</p>	<p>Five Ways to Measure Performance, Stacey Barr</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
STRESS MANAGEMENT				
LESSON 1 Understand Stress	Understand Stress: None	Mentor Moment: How We Think About Stress , Amy Jen Su	TOOLS & HANDOUTS	FROM THE COLLECTION
		Hijacked by Stress	Worksheet for Identifying Your Emotional Triggers	What Anxiety Does to Us at Work , Alice Boyes
LESSON 2 What Stresses You Out—and Why?	What Stresses You Out—and Why?: Identify sources of stress and assess how it affects you and your team	Counteract Secondhand Stress , Adi Ignatius	A 3-Step Calm-Down	
		The Calm Down Effect	Guide to Mind Traps	
LESSON 3 Manage Stress in the Moment	Manage Stress in the Moment: Adopt strategies to manage stress as it occurs	How We Get Hooked , Susan David	Worksheet for Challenging Stressful Thoughts	
		Your Resilience Starts with Your Values , Bryan Simmons	Worksheet for Connecting to Purpose and Values	
LESSON 4 Build Resilience to Stress	Build Resilience to Stress: Build resilience at work to combat stressful challenges	The Good Around You , Amy Jen Su	Worksheet for Analyzing Health Habits	EDITOR'S CHOICE
		Engage in Activities That Make You Happy , Annie Perrin	Guide to Meditation	Updated regularly. Currently featured articles are listed within each course's
LESSON 5 Cultivate Well-Being	Cultivate Well-Being: Cultivate well-being by practicing healthy habits for your mind and body		DISCUSSION GUIDES	Resources page.
			Build Resilience by Connecting with Others	
			How to Identify and Avoid Mind Traps	

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
TIME MANAGEMENT				
LESSON 1 Own Your Time	Own Your Time: None	How I Focus on What Truly Matters to Me , Ashley Whillans	TOOLS & HANDOUTS	EDITOR'S CHOICE
LESSON 2 Harness Energy and Focus	Harness Energy and Focus: Identify when you are at your sharpest, and use this "prime time" effectively	Make the Most of Your Energy Peaks and Troughs Allocate Substantial Time for Creative Thinking , Nina Bowman Don't Let Little Tasks Distract You from Big Ones , Rasmus Hougaard Tackle the Task You've Been Avoiding , Whitney Johnson	Identify Your Peak Time Track Your Distractions Strategies to Increase Productivity	Updated regularly. Currently featured articles are listed within each course's More Resources page.
LESSON 3 Defeat Distractions	Defeat Distractions: Recognize what distracts you and refocus quickly	Manage Your Time to Accomplish Your Top Priorities , Joanne Chang Allow Some Slack in Your Schedule , Hafsah Syed Stop Multitasking and Start Getting Stuff Done , Tony Schwartz	Email Management Best Practices Strategies for Replenishing Your Energy	
LESSON 4 Take Charge of Your Productivity	Take Charge of Your Productivity: Develop a broad toolkit of productivity strategies	How Small Requests for Time Have a Big Impact , Ashley Whillans Overwhelmed? Change How You Work , Pablo Velez Jr. Conserve Energy and Willpower , Emma Seppala	DISCUSSION GUIDES Improve Your Productivity and Focus Develop Good Time Habits	
LESSON 5 Overcome Time Pressure	Overcome Time Pressure: Model positive work-life habits			

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