

## Content Summary by Topic

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

### TOPIC STRUCTURE

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

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

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

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

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

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

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

### ADDITIONAL FEATURES

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

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

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

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

## Content by Topic

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>BUDGETING</b>				
<p><b>LESSON 1</b> Understand Budgets and Budgeting</p> <p><b>LESSON 2</b> Develop an Operating Budget</p> <p><b>LESSON 3</b> Prepare a Capital Budget</p> <p><b>LESSON 4</b> Understand Sensitivity Analysis and Variance</p> <p><b>LESSON 5</b> Linking Budgeting to Strategy and Planning</p>	<p><b>Linking Budgeting to Strategy and Planning:</b> None</p> <p><b>Develop an Operating Budget:</b> Assemble the elements of an operating budget</p> <p><b>Prepare a Capital Budget:</b> Create a budget for capital outlays</p> <p><b>Understand Sensitivity Analysis and Variance:</b> Perform budget sensitivity analysis and analyze budget variances</p> <p><b>Linking Budgeting to Strategy and Planning:</b> None</p>	<p><b>Introduction to Budgeting</b>, Blythe J. McGarvie</p> <p><b>Budget Impacts</b>, V.G. Narayanan</p> <p><b>How Not to Lose Sleep Over Your Budget</b>, Paul Biddinger</p> <p><b>Mission to Mars: The Budget</b>, V.G. Narayanan</p> <p><b>Opportunity vs. Cost in a New Market</b>, Blythe McGarvie</p> <p><b>Budgeting in an Uncertain Market</b>, V.G. Narayanan</p> <p><b>Budget Stress</b>, V.G. Narayanan</p> <p><b>Realistic Budgets</b>, Jean Capizzi</p> <p><b>Understanding NPV</b>, Heide Abelli</p> <p><b>Use Bad News to Your Advantage</b>, V.G. Narayanan</p> <p><b>Adapt Your Strategy</b>, Imtiaz Mahtab</p>	<p><b>TOOLS AND HANDOUTS</b></p> <p>Worksheet for Negotiating Your Team's Budget</p> <p>Annual Budgeting and Tracking Worksheet</p> <p>Traditional &amp; Alternative Approaches to the Budgeting Process</p> <p><b>DEVELOP OTHERS DISCUSSION GUIDES</b></p> <p>Preparing Accurate Sales Volume Forecasts</p> <p>Estimating Costs</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Dynamic Forecasting: A Planning Innovation for Fast-Changing Times</b>, Bjarte Bogsnes</p> <p><b>Corporate Budgeting Is Broken—Let's Fix It</b>, Michael C. Jensen</p> <p><b>Note on Budget Formulation in Nonprofit Organizations</b>, David W. Young</p> <p><b>Deciding How to Decide</b>, Hugh Courtney, Dan Lovallo, and Carmina Clarke</p> <p><b>Linking Strategy and Planning to Budgets</b>, David P. Norton</p> <p><b>Linking Operations to Strategy and Budgeting</b>, David P. Norton</p> <p><b>From Cost Control to Dynamic Business Planning: Elkay's Path to an Integrated Management System</b>, Anne Field</p> <p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>CAREER MANAGEMENT</b>				
<b>LESSON 1</b> Charting Your Career Path	<b>Charting Your Career Path:</b> None	<b>Introduction to Career Management,</b> Judy Shen-Filerman  <b>Own Your Development,</b> Doug Conant	<b>TOOLS &amp; HANDOUTS</b>  Career Self-Assessment Worksheet  Discovery Log  Work Values Worksheet  Skills Assessment  Understanding Core Interests	<b>FROM THE COLLECTION</b>  <b>The Corporate Lattice: The Three Lattice Ways-to Build Careers, to Work, and to Participate,</b> Cathleen Benko and Molly Anderson  <b>Our Deepest Interests: The First Pattern in the Carpet—Exploring Lifelong Passions,</b> Timothy Butler  <b>How to Stay Stuck in the Wrong Career,</b> Herminia Ibarra
<b>LESSON 2</b> Forge Relationships	<b>Forge Relationships:</b> Forge relationships with people who can support your career growth	<b>In Praise of Non-Linear Career Moves,</b> Vince Forlenza  <b>The Art of Career Development,</b> Gianpiero Petriglieri	<b>DISCUSSION GUIDES</b>  Discover the Work You Love  Support Employees' Career Development	<b>EDITOR'S CHOICE</b>  Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.
<b>LESSON 3</b> Know Yourself	<b>Know Yourself:</b> Identify your career interests, values, and skills	<b>Make a Mentor Connection,</b> Blythe J. McGarvie  <b>Seek Mentors Who Expand Your Comfort Zone,</b> David Lammy		
<b>LESSON 4</b> Explore Opportunities	<b>Explore Opportunities:</b> Identify and pursue opportunities for career growth	<b>The Sponsor-Protégé Relationship,</b> Sylvia Ann Hewlett  <b>A Great Job Fit,</b> Beverly Kaye		
<b>LESSON 5</b> Help Others Manage Their Careers	<b>Help Others Manage Their Careers:</b> Help others manage their careers	<b>Find Success Your Own Way,</b> Robert Steven Kaplan  <b>Find a Company that Fits,</b> Anna Harper-Hess		
<b>LESSON 6</b> Overcome Career Setbacks	<b>Overcome Career Setbacks:</b> Manage career obstacles and setbacks	<b>Career Crossroads,</b> Rob Markey  <b>Seek Challenges,</b> Esther Alegria  <b>Career Impasse,</b> Timothy Butler  <b>Don't Kill Your Employees' Dreams,</b> Whitney Johnson  <b>Genuinely Listen,</b> Robin Jarvis  <b>Advance Your Career with a Personal Brand,</b> Catherine Kaputa		

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>COACHING</b>				
<p><b>LESSON 1</b> Coaching Done Right</p> <p><b>LESSON 2</b> Manage the Coaching Process</p> <p><b>LESSON 3</b> Listen and Question Effectively</p> <p><b>LESSON 4</b> Give Effective Feedback</p> <p><b>LESSON 5</b> Create a Climate for Coaching</p>	<p><b>Coaching Done Right:</b> None</p> <p><b>Manage the Coaching Process:</b> Prepare for and conduct effective coaching</p> <p><b>Listen and Question Effectively:</b> Listen and question effectively in a coaching dialogue</p> <p><b>Give Effective Feedback:</b> Give feedback effectively during coaching</p> <p><b>Create a Climate for Coaching:</b> Establish a coaching-friendly environment</p>	<p><b>Introduction to Coaching</b>, Mark Sullivan</p> <p><b>The Manager as Coach</b>, Lauren Mackler</p> <p><b>You Can Do Anything!</b>, Tammy Erickson</p> <p><b>Turn Coaching into Collaboration</b>, Margaret Moore</p> <p><b>While Coaching, Listen More Than You Talk</b>, Lauren Mackler</p> <p><b>Push Employees to the Edge of Their Comfort Zones</b>, John Lees</p> <p><b>How to Be a Good Listener</b>, Peter Bregman</p> <p><b>Feedback is a Two-Way Street</b>, Ellen Langer</p> <p><b>The Weight of Your Words</b>, Brett Johnson</p> <p><b>The Best Feedback Includes an Action Plan</b>, Marta Mitsumori</p> <p><b>Compare Cultures to Understand Your Own</b>, Anna Tavis</p> <p><b>Three Ways to Think About Cultural Differences</b>, Gene Daley</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet to Prepare for Coaching</p> <p>Worksheet for Creating a Coaching Action Plan</p> <p>Worksheet for Analyzing a Coaching Situation</p> <p>Positive Habits of Engaged Listeners</p> <p><b>DISCUSSION GUIDES</b></p> <p>Choose Coaching Strategies</p> <p>Recognize Coaching Opportunities</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Becoming a Better Coach: Beyond the Basics</b>, HBP book chapter</p> <p><b>Executive as Coach</b>, James Waldrop and Timothy Butler</p> <p><b>The Power of Talk: Who Gets Heard and Why</b>, Deborah Tannen</p> <p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

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<b>CRISIS MANAGEMENT</b>				
<p><b>LESSON 1</b> Understand Crises</p> <p><b>LESSON 2</b> Prepare for Crises</p> <p><b>LESSON 3</b> Resolve Crises</p> <p><b>LESSON 4</b> Lead Effectively During Crises</p> <p><b>LESSON 5</b> Learn from Crises</p>	<p><b>Understand Crises:</b> None</p> <p><b>Prepare for Crises:</b> Prevent crises and prepare for unavoidable crises</p> <p><b>Resolve Crises:</b> Recognize, contain, and resolve crises</p> <p><b>Lead Effectively During Crises:</b> Lead effectively during crises</p> <p><b>Learn from Crises:</b> Learn from past crises</p>	<p><b>Introduction to Crisis Management,</b> Jarrett Barrios</p> <p><b>How Managers Should Plan for Crises,</b> Steven B. Goldman</p> <p><b>Plan for the Worst Before a Crisis,</b> Steven B. Goldman</p> <p><b>Rehearse and Refine Your Action Plan,</b> Paul Biddinger</p> <p><b>Coolness Under Fire,</b> Jorge I. Domínguez</p> <p><b>Create a Sense of Urgency,</b> Ray Carvey</p> <p><b>Share What's Behind a Decision,</b> Paul Biddinger</p> <p><b>Three Keys to Resolving a Crisis,</b> Noel M. Tichy</p> <p><b>Finding Resilience After Tragedy,</b> Ellen Rogers</p> <p><b>Leading Through a Crisis,</b> David Lammy</p> <p><b>Focus on Solutions, Not Mistakes,</b> Janice Whaley</p> <p><b>Take Action After a Crisis,</b> Paul Biddinger</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Preventing Avoidable Crises</p> <p>Worksheet for Identifying Resources</p> <p>Worksheet for Learning from a Crisis</p> <p><b>DISCUSSION GUIDES</b></p> <p>Avoiding the Worst That Could Happen</p> <p>Learning from a Crisis We Experienced</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Contingency Planning: Preparing Today for Tomorrow's Problems,</b> HBP book chapter</p> <p><b>Preparing for the Pitfalls of Interconnectivity,</b> Ian Goldin</p> <p><b>Managing the Crisis You Tried to Prevent,</b> Norman R. Augustine</p> <p><b>Leadership in a (Permanent) Crisis,</b> Ronald Heifetz, Alexander Grashow, Marty Linsky</p> <p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

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<b>CUSTOMER FOCUS</b>				
<p><b>LESSON 1</b> What Is Customer Focus?</p> <p><b>LESSON 2</b> Learn About Your Customers</p> <p><b>LESSON 3</b> Deliver Additional Value</p> <p><b>LESSON 4</b> Build a Customer-Focused Team</p>	<p><b>What Is Customer Focus?:</b> None</p> <p><b>Learn About Your Customers:</b> Learn about your customers to better meet their needs</p> <p><b>Deliver Additional Value:</b> Use customer knowledge to identify ways to deliver additional value</p> <p><b>Build a Customer-Focused Team:</b> Build a customer-focused team</p>	<p><b>Introduction to Customer Focus</b>, Chris DeRose</p> <p><b>Customer Centricity</b>, Ranjay Gulati</p> <p><b>Avoid Organizational Overconfidence</b>, Mauro F. Guillén</p> <p><b>A Drop of Water</b>, Neil Gaydon</p> <p><b>Learn from Your Customer</b>, Lorraine Fox</p> <p><b>Conduct First-Hand Market Research</b>, Robyn Bolton</p> <p><b>A Wedge of Lime</b>, Rohit Deshpandé</p> <p><b>Build More Than a Loyalty Program</b>, Janis Fratamico</p> <p><b>The Golden Rule</b>, Fred Reichheld</p> <p><b>Don't Be Afraid to Rethink Your Services</b>, Kamalini Ramdas</p> <p><b>Customers, Not Consumers</b>, Doug Rauch</p> <p><b>Why Kindness is Good Business</b>, Bill Taylor</p> <p><b>The Ripple Effect of a Great Work Culture</b>, René Carayol</p> <p><b>Improve Training with Experiential Learning</b>, Bruce Harreld</p> <p><b>Empower Your Customer-Facing Employees</b>, Chris DeRose</p> <p><b>Treat People Right</b>, Fred Reichheld</p> <p><b>Tap the Wisdom of Frontline Employees</b>, Chris DeRose</p> <p><b>How Vision Can Improve Customer Service</b>, René Carayol</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Learning About Your Customers</p> <p>Worksheet for Engaging Employees</p> <p><b>DISCUSSION GUIDES</b></p> <p>Building Customer Loyalty and Profitability</p> <p>Getting to Know Your Customer</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Understanding Customer Experience</b>, Christopher Meyer, Andre Schwager</p> <p><b>The Mismanagement of Customer Loyalty</b>, Werner Reinartz, V Kumar</p> <p><b>To Keep Your Customers, Keep It Simple</b>, Patrick Spenner, Karen Freeman</p> <p><b>Silo Busting: How to Execute on the Promise of Customer Focus</b>, Ranjay Gulati</p> <p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>



LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>DECISION MAKING</b>				
<p><b>LESSON 1</b> Prepare to Make a Decision</p> <p><b>LESSON 2</b> Anticipate Decision-Making Challenges</p> <p><b>LESSON 3</b> Evaluate Alternatives</p> <p><b>LESSON 4</b> Make the Decision</p> <p><b>LESSON 5</b> Communicate and Implement the Decision</p>	<p><b>Prepare to Make a Decision:</b> Create the right context and identify objectives for the decision you are making</p> <p><b>Anticipate Decision-Making Challenges:</b> Avoid common decision-making challenges</p> <p><b>Evaluate Alternatives:</b> Generate and evaluate alternatives for a decision</p> <p><b>Make the Decision:</b> Bring the process to closure and make a final decision</p> <p><b>Communicate and Implement the Decision:</b> Communicate and implement the decision</p>	<p><b>Introduction to Decision Making,</b> Francesca Gino</p> <p><b>Intuition,</b> Michael Roberto</p> <p><b>Diagnostic Thinking,</b> Ranjay Gulati</p> <p><b>Faulty Analogies,</b> Michael Roberto</p> <p><b>Seek Feedback,</b> Michael Roberto</p> <p><b>Collaboration by Difference,</b> Cathy Davidson</p> <p><b>Avoid Narrow Thinking While Making Decisions,</b> Stevenson Carlebach</p> <p><b>One Frame of Reference Isn't Enough,</b> David A. Garvin</p> <p><b>Use Values in Decision Making,</b> Richard W. Gochnauer</p> <p><b>Breaking Decision-Making Bottlenecks,</b> Lisa Finkelstein</p> <p><b>Always Be Open to Dissenting Opinions,</b> David A. Garvin</p> <p><b>Share What's Behind a Decision,</b> Paul Biddinger</p> <p><b>Employees Need Decisive Leaders,</b> Deepa Purushothaman</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Assess Your Decision-Making Process</p> <p>Brainstorming Planning Worksheet</p> <p>Worksheet for Assessing Alternatives</p> <p>Worksheet for Communicating a Decision</p> <p>Assess the Environment</p> <p><b>DISCUSSION GUIDES</b></p> <p>Generating and Evaluating Alternatives</p> <p>Moving Toward Closure</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Who Has the D? How Clear Decision Roles Enhance Organizational Performance,</b> Paul Rogers, Marcia Blenko</p> <p><b>A Leader's Framework for Decision Making,</b> David J. Snowden, Mary E. Boone</p> <p><b>Why Good Leaders Make Bad Decisions,</b> Andrew Campbell, Jo Whitehead, Sydney Finkelstein</p> <p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

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

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>DIFFICULT INTERACTIONS</b>				
<p><b>LESSON 1</b> Understand Difficult Interactions</p>	<p><b>Understand Difficult Interactions:</b> None</p>	<p><b>Introduction to Difficult Interactions</b>, Judy Ringer</p> <p><b>Focus on Interests</b>, Sharon Grady</p> <p><b>Learn, Unlearn, Relearn</b>, René Carayol</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Finding the Source of Conflict</p> <p>Worksheet for Deciding Whether to Address Conflict</p> <p>Worksheet for Managing Employee Conflict</p> <p>Barriers to Addressing Conflict &amp; Recommended Responses</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Want Collaboration? Accept—and Actively Manage—Conflict</b>, Jeff Weiss and Jonathan Hughes</p> <p><b>Confrontation Without Conflict</b>, Martha Craumer</p> <p><b>Taking the Stress Out of Stressful Conversations</b>, Holly Weeks</p> <p><b>Tension in Teams</b>, Jim Kling</p>
<p><b>LESSON 2</b> Decide Whether to Address Conflict</p>	<p><b>Decide Whether to Address Conflict:</b> Determine which conflicts to resolve</p>	<p><b>How Empathy Can Launch a Conversation</b>, Antonio Alves</p> <p><b>The Risk and Reward of Disagreeing with Your Boss</b>, Candace Matthews</p>	<p><b>DISCUSSION GUIDES</b></p> <p>Recognizing When to Take Action</p> <p>Resolving Difficult Interactions</p>	<p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p><b>LESSON 3</b> Assess the Facts</p>	<p><b>Assess the Facts:</b> Clarify the facts of an interpersonal conflict</p>	<p><b>Set the Tone for Trust</b>, Carol Kauffman</p> <p><b>Do a Reality Check</b>, Lauren Mackler</p>		
<p><b>LESSON 4</b> Address Emotions</p>	<p><b>Address Emotions:</b> Address the negative emotions conflict raises</p>	<p><b>Emotional Intelligence in Tough Conversations</b>, Susan David</p> <p><b>How to Handle Tears at Work</b>, Anne Kreamer</p> <p><b>The Best Way to Handle Silence</b>, Peter Bregman</p>		
<p><b>LESSON 5</b> Solve the Problem</p>	<p><b>Solve the Problem:</b> Solve the problem underlying a difficult interaction</p>	<p><b>How to Respond to Criticism</b>, Peter Bregman</p> <p><b>Defuse Difficult People</b>, Nina Godiwalla</p>		
<p><b>LESSON 6</b> Manage Conflict Between Employees</p>	<p><b>Manage Conflict Between Employees:</b> Manage conflict between direct reports</p>	<p><b>Delivering Difficult Feedback</b>, Tim Butler</p> <p><b>Listen Carefully to Your Employees' Feedback</b>, Hans Eben</p> <p><b>How to Request a Behavior Change</b>, Sharon Grady</p> <p><b>Get Comfortable With Team Conflict</b>, Mark De Rond</p> <p><b>Anger Is Tricky</b>, Sharon Grady</p> <p><b>Motivate a Problem Employee</b>, Sharon Grady</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>ETHICS AT WORK</b>				
<b>LESSON 1</b> Understand Workplace Ethics	<b>Understand Workplace Ethics:</b> None	<b>Introduction to Ethics at Work</b>  <b>Ethical Ambiguity</b> , Jeffrey L. Seglin  <b>Good Leaders Admit Mistakes</b> , Sheila Marcelo  <b>Overclaiming Credit</b> , Max Bazerman  <b>Manage Through Moral Gray Zones</b> , Michael Anteby	<b>TOOLS &amp; HANDOUTS</b>  Worksheet for Gathering and Analyzing the Facts  Worksheet for Considering the Consequences  Worksheet for Testing Your Decision  Worksheet for Resolving a Cross-Cultural Ethical Dilemma  Making Right vs. Wrong Decisions	<b>FROM THE COLLECTION</b>  <b>Ethics Without the Sermon</b> , Laura Nash  <b>What's Needed Next: A Culture of Candor</b> , James O'Toole and Warren Bennis  <b>Ethical Breakdowns</b> , Max Bazerman and Ann Tenbrunsel  <b>Values in Tension: Ethics Away from Home</b> , Thomas Donaldson
<b>LESSON 2</b> Resolve Ethical Dilemmas	<b>Resolve Ethical Dilemmas:</b> Apply a framework for resolving right-versus-right ethical dilemmas	<b>Share What's Behind a Decision</b> , Paul Biddinger  <b>Design an Organization that Makes a Difference</b> , Christian Busch	<b>DISCUSSION GUIDES</b>  Evaluating and Testing a Proposed Solution  Gathering the Facts of an Ethical Dilemma	<b>EDITOR'S CHOICE</b>  Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.
<b>LESSON 3</b> Foster Integrity	<b>Foster Integrity:</b> Build a culture of integrity at work	<b>Use Values in Decision Making</b> , Richard W. Gochnauer  <b>Own Your Mistakes</b> , Edward J. Ludwig		
<b>LESSON 4</b> Why Good Managers Behave Badly	<b>Why Good Managers Behave Badly:</b> None	<b>Should You Lie to Save Your Company?</b> , Jeffrey L. Seglin  <b>Ethical Fading</b> , Max Bazerman  <b>A Brief History of Doing Well By Doing Good</b> , Nancy Koehn, Professor		
<b>LESSON 5</b> Apply Ethics Across Borders	<b>Apply Ethics Across Borders:</b> Make ethical decisions across borders			

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>GOAL SETTING</b>				
<b>LESSON 1</b> Why set goals	<b>Why set goals:</b> None	<b>Introduction to Goal Setting</b>  <b>How Successful People Reach Their Goals</b> , Heidi Grant Halvorson	<b>TOOLS &amp; HANDOUTS</b>  Worksheet for Developing Goals  Worksheet for Writing SMART Goals  Worksheet for Breaking Goals into Tasks  Worksheet for Identifying Obstacles and Solutions  Worksheet for Evaluating Impact of Goals	<b>FROM THE COLLECTION</b>  <b>Demand Better Results—and Get Them</b> , Robert H. Schaffer  <b>Management by Whose Objectives?</b> , Harry Levinson  <b>Be a Better Leader, Have a Richer Life</b> , Stewart D. Friedman  <b>The Art and Science of Target Setting</b> , Monica Franco-Santos, Javier Marcos, and Mike Bourne
<b>LESSON 2</b> Develop goals	<b>Develop goals:</b> Develop unit and employee goals	<b>Collaborative Goals</b> , Linda A. Hill  <b>The Art of Stretch Targets</b> , Srikant Datar	Worksheet for Evaluating Impact of Goals  <b>DISCUSSION GUIDES</b>  Developing Unit Goals  Accomplishing Goals	<b>Turning Goals into Results: The Power of Catalytic Mechanisms</b> , James C. Collins  <b>Why Leaders Don't Learn from Success</b> , Francesca Gino and Gary P. Pisano
<b>LESSON 3</b> Accomplish goals	<b>Accomplish goals:</b> Foster successful goal achievement	<b>Ambitious Goals Require a Shift in Mindset</b> , Enrique Dilone  <b>Find Meaning At Work</b> , Peter Dunn		<b>EDITOR'S CHOICE</b>  Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.
<b>LESSON 4</b> Evaluate goals	<b>Evaluate goals:</b> Evaluate goals and the process for achieving them	<b>How Public Support Changes the Game</b> , Alexander Lange  <b>Setting Your Goals Without Jargon</b> , Stacey Barr  <b>Chop Goals Down to Size</b> , Stever Robbins  <b>Five Ways To Measure Performance</b> , Stacey Barr  <b>Stretch Goals Aren't Comfortable</b> , Elizabeth Saunders  <b>Failing to Success</b> , Doug Rauch  <b>Distinguish Good Failures from Bad Ones</b> , Amy Edmondson  <b>Learn From Successes</b> , Ranjay Gulati		

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>LEADING PEOPLE</b>				
<p><b>LESSON 1</b> Leadership Myths</p>	<p><b>Leadership Myths:</b> None</p>	<p><b>Introduction to Leading People</b>, Linda A. Hill</p> <p><b>Everyone Is a Leader</b>, Laurence Downes</p> <p><b>Essentials of Being a Great Boss</b>, Linda A. Hill</p> <p><b>The Leader as Teacher</b>, Gill Rider</p> <p><b>Live the Vision</b>, Neil Gaydon</p> <p><b>Before You Lead, Listen</b>, Nitin Nohria</p> <p><b>Why You Need a “State of the Company” Address</b>, Matthew Taylor</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Developing a Vision</p> <p>Worksheet for Motivating an Employee</p> <p>Test Your Global Potential</p> <p>Identify Individuals’ Needs</p> <p><b>DISCUSSION GUIDES</b></p> <p>Adapting Your Leadership Style</p> <p>Motivating Employees to Excel</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>What Leaders Really Do</b>, John Kotter</p> <p><b>Leadership that Gets Results</b>, Daniel Goleman</p> <p><b>Primal Leadership: The Hidden Driver of Great Performance</b>, Daniel Goleman, Richard Boyatzis, Annie McKee</p> <p><b>Join the Global Elite</b>, Gregory C. Unruh, Angel Cabrera</p> <p><b>EDITOR’S CHOICE</b></p> <p>Updated quarterly. See Editor’s Choice Articles document in the Admin Console for full list.</p>
<p><b>LESSON 2</b> Define Your Vision</p>	<p><b>Define Your Vision:</b> Define and communicate your vision</p>	<p><b>Make Allies to Champion Your Vision</b>, Gabriela Perez</p> <p><b>Speak the Truth</b>, Larry Kaye</p> <p><b>Good Leaders Admit Mistakes</b>, Sheila Marcelo</p> <p><b>Leading in Leopard Print</b>, Tiziana Dearing</p> <p><b>Leading like a Swan</b>, Gill Rider</p>		
<p><b>LESSON 3</b> Build Trust</p>	<p><b>Build Trust:</b> Build trust in your leadership</p>	<p><b>The Challenge of Change</b>, Amy C. Edmondson</p> <p><b>Value Your Employees as Individuals</b>, Susan David</p> <p><b>What Employees Value</b>, Sharon Jordan-Evans</p> <p><b>Good Coaching Inspires Leadership</b>, Bryan E. Simmons</p> <p><b>Find Meaning at Work</b>, Peter Dunn</p>		
<p><b>LESSON 4</b> Cultivate Emotional Intelligence</p>	<p><b>Cultivate Emotional Intelligence:</b> Improve your emotional intelligence</p>	<p><b>Forging a New Global Comfort Zone</b>, Janis Fratamico</p> <p><b>Make Yourself a Global Asset</b>, Anna Tavis</p>		
<p><b>LESSON 5</b> Motivate Others</p>	<p><b>Motivate Others:</b> Motivate employees to achieve your vision</p>			
<p><b>LESSON 6</b> Adopt a Global Mindset</p>	<p><b>Adopt a Global Mindset:</b> Lead with a global mindset</p>			



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

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

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>STRATEGIC THINKING</b>				
<p><b>LESSON 1</b> Understand Strategic Thinking</p> <p><b>LESSON 2</b> Identify Relationships and Trends</p> <p><b>LESSON 3</b> Think Creatively</p> <p><b>LESSON 4</b> Identify Critical Information</p> <p><b>LESSON 5</b> Prioritize Choices</p>	<p><b>Understand Strategic Thinking:</b> None</p> <p><b>Identify Relationships and Trends:</b> Identify relationships, patterns, and trends that affect strategic decisions</p> <p><b>Think Creatively:</b> Apply creative skills to generate new alternatives and possibilities for your organization</p> <p><b>Identify Critical Information:</b> Identify critical information needed for solving complex problems</p> <p><b>Prioritize Choices:</b> Prioritize choices strategically</p>	<p><b>Introduction to Strategic Thinking</b>, Bill Taylor</p> <p><b>Think Ahead</b>, Adrian Beggan</p> <p><b>Cashing in on Category Creation</b>, Eddie Yoon</p> <p><b>Collaboration by Difference</b>, Cathy Davidson</p> <p><b>Why a Good Idea Isn't Enough</b>, Brian S. Cohen</p> <p><b>Develop a Strategy as a Team</b>, C. Cody Phipps</p> <p><b>Business Choices</b>, Cynthia Montgomery</p> <p><b>Catalyzing Innovation in Your Team</b>, Frank Barrett</p> <p><b>Innovations That Are Long Overdue</b>, Thomas Wedell-Wedellsborg</p> <p><b>Make Strategy Discussions More Productive</b>, Roger Martin</p> <p><b>5 Whys</b>, Eric Ries</p> <p><b>Exit an Unprofitable Line of Business</b>, Rita McGrath</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Strategic Thinking Self-Assessment</p> <p>Worksheet for Seeing the Big Picture</p> <p>Worksheet for Thinking Creatively</p> <p>Worksheet for Making Trade-Offs</p> <p><b>DISCUSSION GUIDES</b></p> <p>Beginning to Identify Potential Solutions</p> <p>Exploring a Project's Strategic Potential</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>The Fall and Rise of Strategic Planning</b>, Henry Mintzberg</p> <p><b>Are You Ignoring Trends That Could Shake Up Your Business?</b>, Elie Ofek and Luc Wathieu</p> <p><b>Creativity, Improvisation and Organizations</b>, Colin M. Fisher and Teresa M. Amabile</p> <p><b>Decisions without Blinders</b>, Max H. Bazerman and Dolly Chugh</p> <p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

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

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>TEAM MANAGEMENT</b>				
<p><b>LESSON 1</b> Foster Trust</p> <p><b>LESSON 2</b> Strengthen Team Identity</p> <p><b>LESSON 3</b> Make Decisions Effectively</p> <p><b>LESSON 4</b> Resolve Conflict</p> <p><b>LESSON 5</b> Encourage Collaboration</p> <p><b>LESSON 6</b> Evaluate Performance</p>	<p><b>Foster Trust:</b> Foster trust within your team</p> <p><b>Strengthen Team Identity:</b> Strengthen your team's identity</p> <p><b>Make Decisions Effectively:</b> Help your team make decisions</p> <p><b>Resolve Conflict:</b> Make conflict constructive and resolve harmful conflicts</p> <p><b>Encourage Collaboration:</b> Ensure collaboration and participation from all team members</p> <p><b>Evaluate Performance:</b> Evaluate your team's performance</p>	<p><b>Introduction to Team Management</b></p> <p><b>Own Your Own Mistakes</b>, Ed Ludwig</p> <p><b>How New Managers Can Establish Credibility</b>, Gene Daley</p> <p><b>How To Build Trust On Your Virtual Team</b>, Keith Ferrazzi</p> <p><b>Develop Strategy as a Team</b>, P. Cody Phillips</p> <p><b>On The Line</b>, June Delano</p> <p><b>Avoid Narrow Thinking While Making Decisions</b>, Stevenson Carlebach</p> <p><b>Breaking Decision-Making Bottlenecks</b>, Lisa Finkelstein</p> <p><b>Get Comfortable With Team Conflict</b>, Mark De Rond</p> <p><b>Anger Is Tricky</b>, Sharon Grady</p> <p><b>Values In Action</b>, Allison Rimm</p> <p><b>Seek Feedback</b>, Michael Roberto</p> <p><b>Know Your Team's Motivational Mindset</b>, Heidi Grant Halvorson</p> <p><b>Collaboration by Difference</b>, Cathy Davidson</p> <p><b>Measure Employee Productivity Accurately</b>, Francesca Gino</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Building a Team</p> <p>Worksheet for Resolving Team Conflict</p> <p>Bring the Process to Closure—End Deliberation at the Right Time</p> <p>Evaluation Methods</p> <p><b>DISCUSSION GUIDES</b></p> <p>Assess and Improve a Decision-Making Process</p> <p>Managing Conflicts in Your Team</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Diagnosing and Fixing Dysfunctional Teams</b>, Anne Field</p> <p><b>Team Management Challenges: Where Leaders Matter</b>, Press chapter</p> <p><b>Tension in Teams</b>, Jim Kling</p> <p><b>Want Collaboration? Accept—and Actively Manage—Conflict</b>, Jeff Weiss and Jonathan Hughes</p> <p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<b>TIME MANAGEMENT</b>				
<p><b>LESSON 1</b> Understand Time Management</p> <p><b>LESSON 2</b> Prioritize Your Goals</p> <p><b>LESSON 3</b> Analyze Your Current Activities</p> <p><b>LESSON 4</b> Create a Realistic Schedule</p> <p><b>LESSON 5</b> Sustain Your Productivity Gains</p> <p><b>LESSON 6</b> Manage Time as a Team</p>	<p><b>Understand Time Management:</b> None</p> <p><b>Prioritize Your Goals:</b> Prioritize goals when managing your time</p> <p><b>Analyze Your Current Activities:</b> Analyze current activities and identify ways to improve your use of time</p> <p><b>Create a Realistic Schedule:</b> Build a realistic schedule based on key priorities</p> <p><b>Sustain Your Productivity Gains:</b> Adopt new time management habits to sustain your productivity gains</p> <p><b>Manage Time as a Team:</b> Improve time management in your organization</p>	<p><b>Introduction to Time Management,</b> Joanne Chang</p> <p><b>Create Time for Your Most Important Work,</b> Jordan Cohen</p> <p><b>Dinner at Six?,</b> Allison Rimm,</p> <p><b>How to Budget Your Time Effectively,</b> Elizabeth Grace Saunders</p> <p><b>Productivity,</b> Aus Al-Tawil</p> <p><b>The Key to Being on Time,</b> Peter Bregman</p> <p><b>Focus Your To-Do List,</b> Peter Bregman</p> <p><b>Priorities,</b> Stever Robbins</p> <p><b>How Successful People Reach Their Goals,</b> Heidi Grant Halvorson</p> <p><b>Develop Productivity Rituals,</b> Tony Schwartz</p> <p><b>Understand What Success Means to You,</b> Elizabeth Grace Saunders</p> <p><b>Use Values to Make Work/Life Decisions,</b> Terrie Campbell</p> <p><b>How to Talk with Your Boss About Work Overload,</b> Lauren Mackler</p> <p><b>A New Way to Prevent Employee Exhaustion,</b> Jochen Menges</p> <p><b>Master the Art of Effective Delegation,</b> Elizabeth Grace Saunders</p> <p><b>Maintain Momentum with Focused Meetings,</b> Ray Sheen</p> <p><b>Make Your Meetings More Productive,</b> Katie Smith</p> <p><b>Educate Your Teams,</b> Victor Equisoain</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Daily Activity Log Form</p> <p>Daily To-Do List Form</p> <p>Worksheet for Managing Email</p> <p><b>DISCUSSION GUIDES</b></p> <p>Controlling Common "Time-Wasters"</p> <p>Setting Your Daily Priorities and Schedule</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Overloaded Circuits: Why Smart People Underperform,</b> Edward M. Hallowell</p> <p><b>Make Time for the Work That Matters,</b> Julian Birkinshaw and Jordan Cohen</p> <p><b>Manage Your Energy, Not Your Time,</b> Tony Schwartz and Catherine McCarthy</p> <p><b>Management Time: Who's Got the Monkey?,</b> William Oncken Jr. and Donald L. Wass</p> <p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>



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