

Content Summary by Course

Updated February 2025

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>Shape a Positive Employee Journey: Foster a positive and inclusive work environment where individuals feel respected, valued, and supported</p>	<p>Your Role in the Employee Journey, Angela Cheng-Cimini</p> <p>Help Team Members Reach Their Dreams, Hubert Joly</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>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>LESSON 2 Attract the Talent You Need</p>	<p>Attract the Talent You Need: Attract a diverse talent pool with the skills your team needs</p>	<p>Make Work More Attractive for Your Team, Felix Oberholzer-Gee</p> <p>Rethink Job Qualifications, Deborah Elam</p>	<p>2x2 Matrix to Prioritize Skill Building</p> <p>Guide for Conducting 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 3 Hire and Onboard Team Members</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>Interrupt Bias in Hiring, Joan C. Williams</p> <p>Level Up at Work: Interviewing Job Candidates, Isabella Diaz, KeyAnna Schmiedl</p>	<p>Preparing for the Last Day Checklist</p> <p>Strategies for Reducing Burnout</p>	
<p>LESSON 4 Engage and Keep Employees</p>	<p>Engage and Keep Employees: Retain and engage employees through a culture of learning and development</p>	<p>How Was Your First Day?, Ryan Dexter</p> <p>Navigating the Career "Rock Wall," KeyAnna Schmiedl</p>	<p>DISCUSSION GUIDES</p> <p>Attract a Diverse Talent Pool</p> <p>Choose the Right Candidate</p>	
<p>LESSON 5 Manage Team Transitions</p>	<p>Manage Team Transitions: Anticipate and navigate team changes with grace</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>		

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES	
CAREER MANAGEMENT					
<p>LESSON 1 Your Career Path</p> <p>LESSON 2 Know Yourself</p> <p>LESSON 3 Seek Career Support</p> <p>LESSON 4 Become an Agile Learner</p> <p>LESSON 5 Overcome Career Hurdles</p>	<p>Your Career Path: None</p> <p>Know Yourself: Identify your career interests, values, and skills</p> <p>Seek Career Support: Forge relationships with people who can support your career growth</p> <p>Become an Agile Learner: Develop learning agility to advance your career</p> <p>Overcome Career Hurdles: Manage career obstacles and setbacks</p>	<p>The Art of Career Development, Gianpiero Petriglieri</p> <p>Disrupt Yourself, Joanne Chang</p> <p>What Lights Your Fire, Ariel Horn</p> <p>A Great Job Fit, Beverly Kaye</p> <p>My Personal Board of Directors, Christine Liu</p> <p>Develop Your Career Network, Elle Simone</p> <p>Learning to Learn, Erika Anderson</p> <p>Career Crossroads, Rob Markey</p> <p>The Opportunity of Being Between Jobs, Lauren Mackler</p> <p>Propose Your Own Job, Ariel Horn</p>	<p>Career Impasse, Timothy Butler</p> <p>Flipping Imposter Syndrome, Tomas Chamorro-Premuzic</p> <p>How to Be Ready in Case of a Layoff, Christine Liu</p> <p>How to Really Use LinkedIn, Christine Liu</p>	<p>TOOLS & HANDOUTS</p> <p>Understanding Core Interests</p> <p>Values Worksheet</p> <p>Skills Assessment</p> <p>Ask for Career Help</p> <p>Practicing Learning Agility</p> <p>Worksheet for Building Learning Opportunities</p> <p>Recovering from a Setback</p> <p>DISCUSSION GUIDES</p> <p>Discover the Work You Love</p> <p>Build Support for Your Career Path</p>	<p>FROM THE COLLECTION</p> <p>How Will You Measure Your Life? Clayton M. Christensen</p> <p>Learn to Love Networking, Tiziana Casciaro, Francesca Gino, and Maryam Kouchaki</p> <p>Rebounding from Career Setbacks, Mitchell Lee Marks, Philip Mirvis, and Ron Ashkenas</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
CHANGE MANAGEMENT				
<p>LESSON 1 Your Role in Change</p>	<p>Your Role in Change: None</p>	<p>Bust the Myth on Change, Nick Tasler</p>	<p>TOOLS & HANDOUTS</p> <p>Changing Your Habits</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 2 Navigate Continual Change</p>	<p>Navigate Continual Change: Foster skills for making the most of continual change</p>	<p>Make the Most of Constant Change, Amy Jen Su</p> <p>What's Your Outlook on Change?, Nick Tasler</p> <p>Prepare Your Brain for Change, Margaret Moore</p> <p>Learn into Change, Frank Saucier</p>	<p>Understanding and Changing Your Habits</p> <p>Initiating Change</p>	
<p>LESSON 3 Inspire Your Team to Initiate Change</p>	<p>Inspire Your Team to Initiate Change: Identify and carry out opportunities for improvement</p>	<p>Psychological Safety at Work: SAFE, Amy Edmondson</p> <p>Engage People in Change Through Inquiry, Amy Edmondson</p>	<p>Experimenting with a Prototype</p> <p>Evaluating a Change Project</p>	
<p>LESSON 4 Lead a Change Initiative</p>	<p>Lead a Change Initiative: Plan for and manage successful change projects</p>	<p>Use "Social Proof" to Change Behavior, Thomas Wedell-Wedellsborg</p> <p>How to Successfully Implement a Change Initiative</p> <p>Help People Shift Their Thinking About a Change, Mark Boncheck</p>	<p>Overcome Internal Barriers to Change</p> <p>DISCUSSION GUIDES</p>	
<p>LESSON 5 Address Resistance to Change</p>	<p>Address Resistance to Change: Anticipate and address factors that can derail change</p>	<p>Are You Sabotaging Your Team's Change Efforts?</p>	<p>Overcome Resistance to Change</p> <p>Identify Opportunities for Change</p>	

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

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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>Acting with Agility and Resilience in a Crisis</p> <p>Crisis Communication Dos and Don'ts</p> <p>Weekly Routine for a Team in 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>Upgrade Your Virtual Meetings During a Crisis, Kelsey Alpaio</p>	<p>Handling Strong Emotions in a Crisis</p> <p>Capturing Lessons from a Crisis</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>Stay Close to Your Team During Uncertain Times, Bryan Simmons</p> <p>Trouble Connecting with Your Team? Try Stories, David Hutchens</p>	<p>DISCUSSION GUIDES</p> <p>Lead Your Team Through a Crisis</p> <p>Communicate Clearly During 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>Capture Your Team's Wisdom Through Stories, David Hutchens</p> <p>Remain Nimble After a Crisis, Michael Roberto</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>			

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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>Four Steps to Making a Decision</p> <p>Tips for Guiding a Group Discussion</p> <p>Will This Decision Benefit from Data?</p> <p>Work Toward a Decision</p> <p>Lead Your Group to Better Decisions</p> <p>Common Decision-Making Approaches</p>	<p>FROM THE COLLECTION</p> <p>Critical Thinking Is About Asking Better Questions, John Coleman</p> <p>Don't Let Anchoring Bias Weigh Down Your Judgment, Helen Lee Bouygues</p> <p>Who Has the D? How Clear Decision Roles Enhance Organizational Performance, Paul Rogers, Marcia W. Blenko</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>Different Perspectives Lead to Better Decisions, Francesca Gino</p>	<p>Will This Decision Benefit from Data?</p> <p>Work Toward a Decision</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 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>What Decision Would You Make?</p> <p>Challenge a Hypothesis to Make a Better Decision, Bryan Simmons</p> <p>Make Good Team Decisions, Amy Edmondson</p>	<p>Will This Decision Benefit from Data?</p> <p>Work Toward a Decision</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 4 Manage Group Decision Making</p>	<p>Manage Group Decision Making: Lead effective group 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>Will This Decision Benefit from Data?</p> <p>Work Toward a Decision</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>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>	<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
DELEGATING				
<p>LESSON 1 The Delegation Advantage</p> <p>LESSON 2 Prepare to Delegate</p> <p>LESSON 3 Communicate the Assignment</p> <p>LESSON 4 Monitor and Support the Work</p>	<p>The Delegation Advantage: None</p> <p>Prepare to Delegate: Determine what to delegate and whom to delegate it to</p> <p>Communicate the Assignment: Communicate the assignment and secure commitment to the work</p> <p>Monitor and Support the Work: Monitor and support your direct report's delegated work</p>	<p>Create Time for Your Most Important Work, Jordan Cohen</p> <p>Master the Art of Effective Delegation, Elizabeth Grace Saunders</p> <p>How Delegation Helps Everyone, Enrique Dilone</p> <p>Make Delegation Your Development Tool, Carol Kauffman</p> <p>Make Yourself Replaceable, Esther Alegria</p> <p>Tune Into the Skills Your Team Offers, Carol Kauffman</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>	<p>TOOLS & HANDOUTS</p> <p>Delegating Skills Assessment</p> <p>Worksheet for Preparing to Delegate</p> <p>Analyzing and Delegating Tasks Worksheet</p> <p>Delegating Tasks Tracking Form</p> <p>Granting Decision Making Authority</p> <p>DISCUSSION GUIDES</p> <p>Managing Delegating Work Successfully</p> <p>Overcoming Obstacles to Delegating</p>	<p>FROM THE COLLECTION</p> <p>David Doesn't Delegate: Overcoming an Individual's Immunity to Change, Robert Kegan and Lisa Laskow Lahey</p> <p>How Can I Become Better at Delegating?, Marshall Goldsmith</p> <p>Are You Delegating So It Sticks?, Lauren Keller Johnson</p> <p>Management Time: Who's Got the Monkey?, William Oncken Jr., Donald L. Wass, and Stephen R. Covey</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>TOOLS & HANDOUTS</p> <p>How Conflict Styles Work Together</p>	<p>FROM THE COLLECTION</p> <p>How to Navigate Conflict with a Coworker, Amy Gallo</p>
<p>LESSON 2 Prepare for a Difficult Conversation</p>	<p>Prepare for a Difficult Conversation: Prepare for difficult conversations</p>	<p>A Healthy Way to Engage with Conflict, Francesca Gino</p> <p>Get Ready for a Tough Conversation, Aaron Gonzales</p>	<p>Decide Whether to Address Conflict</p> <p>Tips for Preparing for a Difficult Interaction</p>	<p>Managing a Polarized Workforce, Julia A. Minson, Francesca Gino</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>What Good Listening Really Sounds Like, Amy Gallo</p> <p>How Would You Navigate This Conversation?</p>	<p>Prepare in Advance for a Difficult Conversation</p> <p>Set the Tone for a Productive Conversation</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>Felix and Sarah Meet to Resolve a Conflict</p> <p>Felix and Sarah Explore Options Together</p>	<p>Practice Active Listening</p> <p>Explore Solutions Together</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>	<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>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>	

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 Jadczak</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 Jadczak</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>TOOLS & HANDOUTS</p> <p>Worksheet for Gathering and Analyzing the Facts</p>	<p>FROM THE COLLECTION</p> <p>What's Needed Next: A Culture of Candor, James O'Toole and Warren Bennis</p>
<p>LESSON 2 Resolve Ethical Dilemmas</p>	<p>Resolve Ethical Dilemmas: Apply a framework for resolving right-versus-right ethical dilemmas</p>	<p>Overclaiming Credit, Max Bazerman</p> <p>Manage Through Moral Gray Zones, Michael Anteby</p>	<p>Worksheet for Considering the Consequences</p> <p>Worksheet for Testing Your Decision</p>	<p>Ethical Breakdowns, Max Bazerman and Ann Tenbrunsel</p>
<p>LESSON 3 Foster Integrity</p>	<p>Foster Integrity: Build a culture of integrity at work</p>	<p>Share What's Behind a Decision, Paul Biddinger, MD</p> <p>Design an Organization that Makes a Difference, Christian Busch</p>	<p>Worksheet for Resolving a Cross-Cultural Ethical Dilemma</p> <p>Making Right vs. Wrong Decisions</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 4 Why Good Managers Behave Badly</p>	<p>Why Good Managers Behave Badly: None</p>	<p>Use Values in Decision Making, Richard Gochnauer</p> <p>Own Your Mistakes, Edward Ludwig</p>	<p>DISCUSSION GUIDES</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 5 Apply Ethics Across Borders</p>	<p>Apply Ethics Across Borders: Make ethical decisions across borders</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>Evaluating and Testing a Proposed Solution</p>	

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
FEEDBACK ESSENTIALS				
<p>LESSON 1 Why Feedback Matters</p>	<p>Why Feedback Matters: Move past your discomfort to appreciate the benefits of feedback</p>	<p>Guess What? People Want Feedback, Nicole Abi-Esber</p> <p>Afraid to Damage the Relationship, Joanne Chang</p>	<p>TOOLS & HANDOUTS</p> <p>Get Comfortable with Feedback</p> <p>How to Ask for Feedback</p> <p>Receive Feedback Graciously</p> <p>How to Process Feedback</p> <p>Tips for Giving Effective Feedback</p> <p>Prepare to Give Feedback</p> <p>Create a Supportive Team Culture</p>	<p>FROM THE COLLECTION</p> <p>Get the Actionable Feedback You Need to Get Promoted, Sabina Nawaz</p> <p>Stop Softening Tough Feedback, Dane Jensen and Peggy Baumgartner</p> <p>High-Performing Teams Need Psychological Safety: Here's How to Create It, Laura Delizonna</p>
<p>LESSON 2 Get the Feedback You Need to Succeed</p>	<p>Get the Feedback You Need to Succeed: Ask for and apply feedback to improve your performance and reach your goals</p>	<p>Feedback Can Help You Do Your Best Work, Christine Liu and Octavia Goredema</p> <p>Work Through Challenging Feedback, Cameron Conaway</p> <p>How Will You Give Tough Feedback?</p>	<p>DISCUSSION GUIDES</p> <p>Tips for Effective Feedback Conversations</p> <p>Asking for Feedback</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 3 Give Effective Feedback</p>	<p>Give Effective Feedback: Give specific, actionable feedback to others</p>	<p>Can You Defuse an Emotional Response to Feedback?</p>		
<p>LESSON 4 Encourage Feedback on Your Team</p>	<p>Encourage Feedback on Your Team: Build trust on your team so members feel safe giving and receiving feedback</p>	<p>Modeling Feedback on Your Team, Charmi Patel</p> <p>Create a Culture of Feedback on Your Team, Liane Davey</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
FINANCE ESSENTIALS				
<p>LESSON 1 Understand Financial Statements</p> <p>LESSON 2 Assess Financial Health</p> <p>LESSON 3 Develop a Budget</p> <p>LESSON 4 Perform Cost/Benefit Analysis</p> <p>LESSON 5 Track Financial Performance</p> <p>LESSON 6 Build Your Team's Financial Intelligence</p>	<p>Understand Financial Statements: None</p> <p>Assess Financial Health: Use financial ratios to interpret financial statement numbers and gauge your company's financial health</p> <p>Develop a Budget: Create a budget that aligns with your company's strategy</p> <p>Perform Cost/Benefit Analysis: Determine whether the benefits of a new investment outweigh the costs</p> <p>Track Financial Performance: Track the financial performance of your operations, projects, or investments</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>Finance Doesn't Have to Be Intimidating, Mihir A. Desai</p> <p>Tackle Finance with Curiosity, Mihir A. Desai</p> <p>Cash Is King—Don't Give It Away, Heide Abelli</p> <p>How Managers Should Read Financial Statements, Joe Knight</p> <p>Confronting a Bad Deal, Blythe McGarvie</p> <p>Realistic Budgets, Jean Cappizzi</p> <p>Understanding NPV, Heide Abelli</p> <p>The (Im)precision of Finance, Mihir A. Desai</p> <p>How to Use Breakeven Analysis, Heide Abelli</p> <p>Look Beyond Obvious Risks, Mihir A. Desai</p> <p>Create Efficiencies, Cristina Camarero</p> <p>Use Bad News to Your Advantage, V.G. Narayanan</p> <p>Face Your Fear, Ashutosh Tyagi</p>	<p>TOOLS & HANDOUTS</p> <p>Breakeven Analysis Worksheet</p> <p>Annual Budgeting and Tracking Worksheet</p> <p>Key Financial Terms</p> <p>Understanding the Purpose of Different Financial Statements</p> <p>Finance Formulas</p> <p>DISCUSSION GUIDES</p> <p>Creating a Budget</p> <p>Assessing an Investment Opportunity</p>	<p>FROM THE COLLECTION</p> <p>Valuation Concepts: Evaluating Opportunity, Press Chapters</p> <p>Important Accounting Concepts: The Rules That Shape Financial Statements, Press Chapters</p> <p>Do You Know Your Cost of Capital?, Michael T. Jacobs, Anil Shivdasani</p> <p>Corporate Budgeting is Broken—Let's Fix It, Michael C. Jensen</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
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>How to Build Trust on Your Virtual Team, Keith Ferrazzi</p> <p>How Empathy Can Launch a Conversation, Antonio Alves</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>The Value of Asking Open-Ended Questions, Audrey J. Lee</p> <p>The Benefits of Mastering Another Language, Tomislav Mihaljevic</p> <p>Language Policies, Tsedal Neeley</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>Inconvenience Everyone Equally, June Delano</p> <p>Maintain Momentum with Focused Meetings, Ray Sheen</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>Educate Your Teams, Victor Equisoain</p> <p>Position Your International Team for Success, Antonio Alves</p> <p>On the Line, June Delano</p>		
<p>LESSON 6 Transcend Physical Distance</p>	<p>Transcend Physical Distance: Overcome physical distance challenges of global collaborations</p>	<p>Experimenting with Team Leadership, Ismail Albaidhani</p>		
<p>LESSON 7 Align a Global Team</p>	<p>Align a Global Team: Align a global team to achieve a common goal</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>LESSON 2 Unlock Curiosity</p> <p>LESSON 3 Make Creative Connections</p> <p>LESSON 4 Take Smart Risks</p> <p>LESSON 5 Collaborate to Innovate</p>	<p>Innovation for All: None</p> <p>Unlock Curiosity: Unlock curiosity at work</p> <p>Make Creative Connections: Develop innovative ideas</p> <p>Take Smart Risks: Take business-appropriate risks</p> <p>Collaborate to Innovate: Innovate through collaboration</p>	<p>Yes, and...</p> <p>Observe First, Innovate Second, Lee Moreau</p> <p>How to Spot Innovation Opportunities, Ashley Welch</p> <p>30 Circles</p> <p>Mind Mapping</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>Recognize a Smart Risk, Pamela Rucker</p> <p>A Game Plan for Setbacks, Pamela Rucker</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>TOOLS & HANDOUTS</p> <p>Worksheet for Spotting Innovation Opportunities</p> <p>Worksheet for Unlocking Curiosity</p> <p>Guide to Spotting Innovation Opportunities</p> <p>Guide to Mind Mapping</p> <p>Spark Innovation Ideas</p> <p>Worksheet for Taking a Smart Risk</p> <p>DISCUSSION GUIDES</p> <p>Making Curiosity and Creativity a Habit</p> <p>Collaborating to Innovate</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
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 Jadcazk</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
LEADING WITH GENERATIVE AI				
<p>LESSON 1 Help Your Team Harness Generative AI</p> <p>LESSON 2 Experiment and Innovate with Gen AI</p> <p>LESSON 3 Guide Gen AI for Better Results</p> <p>LESSON 4 Manage Gen AI's Risks</p>	<p>Help Your Team Harness Generative AI: Build your knowledge of gen AI and empower your team to use it to create added value.</p> <p>Experiment and Innovate with Gen AI: Design gen AI experiments to innovate and solve problems in new ways.</p> <p>Guide Gen AI for Better Results: Craft well-designed prompts and evaluate AI outputs to ensure they are accurate and relevant.</p> <p>Manage Gen AI's Risks: Recognize and mitigate the risks of gen AI and foster responsible use on your team.</p>	<p>Build Your Gen AI Mindset, Tsedal Neeley</p> <p>AI Adoption with a Human Touch, David DeCremer</p> <p>Learn About Gen AI as a Team, David DeCremer</p> <p>Your Pocket Leadership Coach, Monica Valcour</p> <p>Watch Your Ideas Take Flight with Gen AI</p> <p>Engage Effectively with Gen AI, Ethan Mollick</p> <p>Elevate Your Gen AI Results</p> <p>How to Get (a lot) More from Working with Gen AI</p> <p>Use Gen AI Responsibly, Tsedal Neeley</p> <p>Avoid Common Pitfalls While Using AI Tools</p> <p>Steps to Reduce Bias When Using AI Tools, Pallav Agrawal, Sarah Newman</p>	<p>TOOLS & HANDOUTS</p> <p>Help Your Team Embrace Gen AI</p> <p>Design a Gen AI Experiment</p> <p>Plan Your Gen AI Experiment</p> <p>Guidelines for Writing Effective Generative AI Prompts</p> <p>Craft Smart Gen AI Prompts</p> <p>Checklist for Evaluating AI-Generated Content</p> <p>Mitigate Gen AI's Risks as a Team</p> <p>Use Gen AI Responsibly</p> <p>DISCUSSION GUIDES</p> <p>Boost Innovation with Gen AI</p> <p>Strengthen Your AI-Generated Content</p>	<p>FROM THE COLLECTION</p> <p>The Best Leaders Can't Be Replaced by AI Rasmus Hougaard, Jacqueline Carter, and Rob Stembridge</p> <p>Act Like a Scientist Stefan Thomke and Gary W. Loveman</p> <p>Embracing Gen AI at Work H. James Wilson and Paul R. Daugherty</p> <p>8 Questions About Using AI Responsibly, Answered Tsedal Neeley</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>FROM THE COLLECTION</p> <p>3 Things Managers Should Be Doing Every Day, Linda A. Hill, Kent Lineback</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>Learn to Love Networking, Francesca Gino</p>	<p>Network Mapping Tool</p>	<p>How to Build Your Network, Brian Uzzi, Shannon Dunlap</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>Why You Need to Build Networks, Linda Hill</p>	<p>When Networking, First Build Rapport, Lauren Mackler</p>	<p>Worksheet for Assessing Network Diversity</p>	<p>Learn to Love Networking, Tiziana Casciaro, Francesca Gino, Maryam Kouchaki</p>
<p>LESSON 4 Develop Relationships</p>	<p>Develop Relationships: Initiate and develop reciprocal relationships within a network</p>	<p>You Are Always Developing Relationships, Cindi Choi</p>	<p>Bridging Cultural Gaps, Gopal Sharma</p>	<p>Worksheet for Assessing Quality of Network Relationships</p>	<p>The Network Secrets of Great Change Agents, Julie Battilana, Tiziana Casciaro</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>How to Use the Network Mapping Tool</p>	<p>Mentor Moment: Culture, Judy Shen-Filerman</p>	<p>Worksheet for Strengthening Your Networks</p>	<p>How Leaders Create and Use Networks, Herminia Ibarra, Mark Hunter</p>
<p>LESSON 6 Sustain Your Networks</p>	<p>Sustain Your Networks: Apply strategies for sustaining networks in the long term</p>	<p>Mapping a Strategic Network</p>	<p>What You Can Offer Your Connections, Dorie Clark</p>	<p>Overcome Barriers to Building Network Relationships</p>	<p>A Smarter Way to Network, Rob Cross, Robert J. Thomas</p>
		<p>Mapping an Operational Network</p>	<p>Emerging Markets, Kate Sweetman</p>	<p>Leveraging Networks to Lead Change</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
		<p>Mentor Moment: Diversity, Judy Shen-Filerman</p>	<p>Do the Right Things, Do Things Right, Gaby Poirier</p>	<p>Worksheet for Improving Team Effectiveness Through Networks</p>	
		<p>Mentor Moment: Energy Enhancers, Judy Shen-Filerman</p>	<p>Four Keys to Fast Innovation, Christian Busch</p>	<p>Checklist for Sustaining Network Relationships</p>	
		<p>Networking Do's and Don'ts, Dorie Clark</p>	<p>Using Networks to Jump-Start Innovation, Jeff Dyer</p>	<p>DISCUSSION GUIDES</p> <p>Using Networks Effectively</p>	
		<p>The Virtuous Cycle of Networking, Rabi Isma</p>	<p>Outward-Looking Teams Are Most Effective, Deborah Ancona</p>	<p>Cultivating Strong and Weak Ties</p>	
		<p>Build a Strong Digital Presence, Bala Iyer</p>	<p>Different Perspectives for Better Decisions, Francesca Gino</p>		
		<p>Network to the Rescue, Monica Bhatia</p>	<p>Smartly Sustaining Your Relationships, Dorie Clark</p>		
		<p>Put Networks to Use</p>	<p>Keep in Touch Over the Years, Linda Hill</p>		
		<p>Develop Network Relationships</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>Branding in the Digital Age: You're Spending Your Money in All the Wrong Places, David C. Edelman</p> <p>Marketing Malpractice: The Cause and the Cure, Clayton Christensen, Scott Cook, and Taddy Hall</p> <p>How Global Brands Compete, Douglas B. Holt, John A. Quelch, Earl L. Taylor</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>DISCUSSION GUIDES</p> <p>Build a Marketing Orientation</p> <p>Understand Our Competition</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</p>
<p>LESSON 3 Create a Marketing Strategy</p>	<p>Create a Marketing Strategy: Develop a marketing strategy</p>	<p>Don't Be Afraid to Rethink Your Services, Kamaline Ramdas</p> <p>Build More Than a Loyalty Program, Janis Fratamico</p> <p>Use Inclusive Marketing to Reach New Customers, Simone Ahuja</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>Cashing in on Category Creation, Eddie Yoon</p> <p>How Google Markets with Emotion, Bethany Poole</p> <p>Refresh Your Marketing to Drive Sales, Matt Rogan</p>		
<p>LESSON 5 Global Marketing</p>	<p>Global Marketing: Market to global customers</p>	<p>Define Success Up Front, Addrian Beggan</p> <p>Emerging Markets, Kate Sweetman</p> <p>Adapt to the Market, Scott Anthony</p> <p>Building a Global Brand, John McDonnell</p> <p>Find Your Ideal Market, Doug Richard</p>		

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>Common Meeting Problems & Suggested Solutions</p>	<p>FROM THE COLLECTION</p> <p>Make Every Meeting Matter, Tom Krattenmaker</p> <p>Is Your Company as Dull and Unproductive as Its Meetings?, Christina Bielaszka-DuVernay</p> <p>5 Tips for Better Virtual Meetings, Karen Boda, Rebecca Hinkle</p> <p>Your Meeting: Who's in Charge?, Janice Obuchowski</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>DISCUSSION GUIDES</p> <p>Preparing for a Meeting</p> <p>Tackling Your Toughest Meeting Problems</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>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>LESSON 4 Wrap Up a Meeting</p>	<p>Wrap Up a Meeting: End a meeting appropriately and ensure action is taken</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>Worksheet for Analyzing and Improving Your BATNA</p> <p>Worksheet for Determining Your Walk-Away Position</p> <p>Worksheet for Assessing the Other Party's Position</p> <p>Establish Your Negotiating Position</p> <p>Dealing With Difficult People</p> <p>DISCUSSION GUIDES</p> <p>Assessing the Other Side's Interests</p> <p>Identifying a BATNA and Walk-Away Position</p>	<p>FROM THE COLLECTION</p> <p>Investigative Negotiation, Deepak Malhotra, Max H. Bazerman</p> <p>Negotiating with Emotion, Kimberlyn Leary, Julianna Pillemer, Michael A. Wheeler</p> <p>Getting Past Yes: Negotiating as if Implementation Mattered, Danny Ertel</p> <p>When Good People (Seem to) Negotiate in Bad Faith, Max H. Bazerman, Dolly Chugh, Mahzarin R. Banaji</p> <p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>Confronting a Bad Deal, Blythe McGarvie</p> <p>Fix Their Problem, Win the Deal, Bill Taylor</p>		
<p>LESSON 3 Conduct a Negotiation</p>	<p>Conduct a Negotiation: Conduct single- and multiple-issue negotiations</p>	<p>Negotiation Agility, Mike Wheeler</p> <p>Do Your Homework, Colleen O'Keefe</p> <p>Play Your Cards Right, Raymond Carvey</p>		
<p>LESSON 4 Close the Deal</p>	<p>Close the Deal: Finalize and carry out a negotiated agreement</p>	<p>Negotiating on the Back of a Cocktail Napkin, Tiziana Dearing</p> <p>Negotiate Interests, Not Positions, Audrey Lee</p>		
<p>LESSON 5 Overcome Barriers to Success</p>	<p>Overcome Barriers to Success: Overcome obstacles to a successful negotiation</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>		

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 & DISCUSSION GUIDES	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>TOOLS & HANDOUTS</p> <p>Worksheet for Understanding Key Performance Indicators</p> <p>Worksheet for Determining Performance Objectives, Critical Success Factors, and Metrics</p> <p>Form for Setting Performance Targets</p> <p>Worksheet for Understanding Your Organization's Performance Measurement System</p>	<p>FROM THE COLLECTION</p> <p>Balanced Scorecard Metrics That Drive Performance, Robert S. Kaplan, David P. Norton</p> <p>Note on Performance Measurement in Nonprofit Organizations, David W. Young</p> <p>Using Indexes as Measures, James Coffey</p> <p>Corporate Budgeting Is Broken: Let's Fix It, Michael Jensen</p>
<p>LESSON 2 The Foundation of Performance Measurement</p>	<p>The Foundation of Performance Measurement: None</p>	<p>Mission and Objectives, Robert Kaplan</p> <p>Define Success Up Front, Adrian Beggan</p> <p>Five Ways to Measure Performance, Stacey Barr</p>	<p>A Balanced Performance Measurement System</p> <p>The Balanced Scorecard Framework</p>	<p>Target Setting, Robert Kaplan</p> <p>Choose the Right Measures, Drive the Right Strategy, Dennis Campbell</p>
<p>LESSON 3 Decide What to Measure</p>	<p>Decide What to Measure: Define clear objectives, critical success factors, and key performance indicators</p>	<p>Driven by a Purpose, Srikant Datar</p> <p>Setting Your Goals Without Jargon, Stacey Barr</p>	<p>Brainstorm Your Objectives</p>	<p>What's Missing from Your Scorecard? Eight Vital—but Often Overlooked—Metrics, Mark Graham Brown</p>
<p>LESSON 4 Set Targets</p>	<p>Set Targets: Set reasonable and inspiring targets for KPIs</p>	<p>Simplify Customer Metrics, Rob Markey</p> <p>The Art of Stretch Targets, Srikant Datar</p> <p>Business Analytics Defined, Tom Davenport</p>	<p>Deciding What to Measure</p> <p>Avoiding Performance Measurement Pitfalls</p>	<p>The Five Traps of Performance Measurement, Andrew Likierman</p> <p>Coming Up Short on Nonfinancial Performance Measurement, Christopher D. Ittner, David F. Larcker</p>
<p>LESSON 5 Gather and Interpret Performance Data</p>	<p>Gather and Interpret Performance Data: Collect, report, and analyze performance data</p>	<p>Make Measurement Public to Increase Buy-In, Stacey Barr</p> <p>Measure Employee Productivity Accurately, Francesca Gino</p>		
<p>LESSON 6 Avoid Pitfalls</p>	<p>Avoid Pitfalls: Avoid common performance measurement pitfalls</p>	<p>Adapt Your Strategy, Imtiaz Mahtab</p> <p>The 20-Day Learning Tour, Katie Smith Milway</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>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				
<p>LESSON 1 The Power of Persuasion and Influence</p> <p>LESSON 2 Persuasion Begins with Credibility</p> <p>LESSON 3 Prepare to Make Your Case</p> <p>LESSON 4 Persuade with Logic and Emotion</p> <p>LESSON 5 Overcome Resistance to Your Ideas</p>	<p>The Power of Persuasion and Influence: Sharpen your persuasion skills to increase your influence over time</p> <p>Persuasion Begins with Credibility: Build your credibility by establishing your expertise and earning trust</p> <p>Prepare to Make Your Case: Tailor your message to resonate with your audience</p> <p>Persuade with Logic and Emotion: Persuade others by appealing to their logic and emotion</p> <p>Overcome Resistance to Your Ideas: Develop strategies to overcome resistance to your ideas</p>	<p>Two Types of Influence: Telling and Selling, Charmi Patel</p> <p>A Fast Track to Building Trust, Jonathan Allen</p> <p>Level Up at Work: Develop Your Gravitas, Isabella Diaz and Rebecca Newton</p> <p>Make Your Case in Three Steps, Ranjay Gulati</p> <p>Don't Overprepare Your Pitch, Laura Huang</p> <p>Want to Persuade Someone? Sit Beside Them, Vincent Onyemah</p> <p>The Persuasive Power of Storytelling, Jonathan Allen</p> <p>Turn a “No” into a “Yes,” Laura Huang</p> <p>How Will You Get Buy-In for Your Idea?</p>	<p>TOOLS & HANDOUTS</p> <p>Boost Your Influence</p> <p>Diagnose Your Trust Challenges</p> <p>Communicate Your Credibility</p> <p>Customize Your Message for Your Audience</p> <p>Prepare Before Delivering Your Pitch</p> <p>How to Win Minds</p> <p>Use Stories to Win Hearts</p> <p>Persuade with Big-Impact Words</p> <p>Your Persuasion Checklist</p> <p>Listen Well to Understand Resistance</p> <p>Overcome Resistance to Your Ideas</p> <p>DISCUSSION GUIDES</p> <p>Customize Your Message</p> <p>Choose Vivid Language</p>	<p>FROM THE COLLECTION</p> <p>How to Increase Your Influence at Work, Rebecca Knight</p> <p>Begin with Trust, Frances X. Frei and Anne Morriss</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
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>TOOLS & HANDOUTS</p> <p>Worksheet for Planning a Process Improvement</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>Distinguish Good Failures from Bad Ones, Amy Edmondson</p> <p>The Best Response to Customer Complaints, Nirmalya Kumar</p> <p>The 5 Whys, Eric Ries</p>	<p>Customer Feedback Form</p> <p>Worksheet for Process Benchmarking</p>	<p>The Why, What, and How of Management Innovation, Gary Hamel</p>
<p>LESSON 3 Analyze the Process</p>	<p>Analyze the Process: Analyze a business process</p>	<p>Empower Your Customer-Facing Employees, Chris DeRose</p> <p>Five Ways to Measure Performance, Stacey Barr</p>	<p>Flowchart Symbols</p> <p>DISCUSSION GUIDES</p>	<p>Fixing Health Care from the Inside, Today, Steven J. Spear</p>
<p>LESSON 4 Redesign the Process</p>	<p>Redesign the Process: Redesign a business process</p>	<p>Use “Social Proof” to Change Behavior, Thomas Wedell-Wedellsborg</p> <p>Haste Makes Waste, Esther Alegria</p> <p>Simplicity, Srikanth Kommu</p>	<p>Prioritizing Process Improvement Efforts</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>Getting a Return on Improvement, Jim Lancaster</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>Run a Disciplined Innovation Experiment, Vijay Govindarajan</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Clarifying Project Scope</p>	<p>FROM THE COLLECTION</p> <p>Managing Projects in Turbulent Times, Ed Barrows and Andy Neeley</p>
<p>LESSON 2 Establish Project Scope</p>	<p>Establish Project Scope: Define project objectives and scope</p>	<p>Listen for Your Clients' Real Needs, Anthony Rotolo</p> <p>How to Manage Scope Creep, Ray Sheen</p>	<p>Worksheet for Developing Rough Estimates</p>	<p>New Project? Don't Analyze—Act, Leonard Schlesinger, Charles Kiefer, and Paul Brown</p>
<p>LESSON 3 Develop a Schedule and Budget</p>	<p>Develop a Schedule and Budget: Develop a realistic project schedule and budget</p>	<p>Why You Need a Project Plan, Robyn Bolton</p> <p>Be Less of a Boss and More of a Coach, Teri Mendelsohn</p>	<p>Worksheet for Creating a Project Charter</p> <p>Worksheet for Monitoring Project Progress</p>	<p>Innovation at the Speed of Information, Steven Eppinger</p> <p>Why Good Projects Fail Anyway, Nadim F. Matta and Ronald N. Ashkenas</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>DISCUSSION GUIDES</p> <p>Capturing Lessons from Past Projects</p>	<p>Learning in the Thick of It, Marilyn Darling, Charles Parry, and Joseph Moore</p>
<p>LESSON 5 Manage Project Risks</p>	<p>Manage Project Risks: Assess and manage project risks</p>	<p>Why Postmortems are Essential, Ray Sheen</p>	<p>Balancing a Project's Competing Demands</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>LESSON 6 Monitor Project Progress and Problems</p>	<p>Monitor Project Progress and Problems: Keep projects on track</p>			<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>TOOLS AND HANDOUTS</p> <p>Create Value for Stakeholders</p>	<p>FROM THE COLLECTION</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>Building Blocks of Business Success</p> <p>Add Value with Complements, Felix Oberholzer-Gee</p> <p>Why Gross Profit Matters, Emily McComb</p>	<p>Learn About Your Customers</p> <p>Assess Your Organization’s Financial Health</p>	<p>Inclusive Growth: Profitable Strategies for Tackling Poverty and Inequality, Robert S. Kaplan, George Serafeim, Eduardo Tugendhat</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>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>Analyze Your Business Model</p> <p>Three Key Financial Statements</p>	<p>EDITOR’S CHOICE</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>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>Business Model vs Business Strategy</p> <p>Elements of a Business Model</p> <p>DISCUSSION GUIDES</p> <p>Understand Business Strategy</p>	<p>Updated regularly. Currently featured articles are listed within each course’s Resources page.</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>	<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>Develop an Enterprise Mindset</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>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>How Can I Be More Strategic?</p> <p>Listen for Opportunities, Brett Vankoski</p>	<p>Link Your Work to Big-Picture Trends</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>The Art of Asking Questions</p> <p>Strengthen Your Thinking by Inviting Dissent, Nina Bowman</p>	<p>Sample Strategic Questions</p> <p>Challenge Your Assumptions</p> <p>Explore Future Scenarios</p>	
<p>LESSON 4 Anticipate Opportunities and Threats</p>	<p>Anticipate Opportunities and Threats: Practice seeing opportunities and threats before they happen.</p>	<p>Yes, And</p>	<p>DISCUSSION GUIDES</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>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>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>DISCUSSION GUIDES</p> <p>Defining Objectives and Targets</p> <p>Implementing a Strategic Action Plan</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>Simplify Your Strategy, Donald Sull</p> <p>Performance Objectives, Bob Kaplan</p> <p>Getting Strategy Execution Right, Michael Jarrett</p>		
<p>LESSON 4 Execute Strategic Plans</p>	<p>Execute Strategic Plans: Manage the execution of strategic plans</p>	<p>Start a Turnaround with a Strategy Map, Tiziana Dearing</p> <p>Get Buy-In for Your New Strategy, Michele Jurgens</p>		
<p>LESSON 5 Evaluate and Reward Performance</p>	<p>Evaluate and Reward Performance: Evaluate and reward performance in executing action plans</p>	<p>Mission and Objectives, Robert Kaplan</p> <p>Measure Employee Productivity Accurately, Francesca Gino</p> <p>Five Ways to Measure Performance, Stacey Barr</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
STRESS MANAGEMENT				
<p>LESSON 1 Understand Stress</p> <p>LESSON 2 What Stresses You Out—and Why?</p> <p>LESSON 3 Manage Stress in the Moment</p> <p>LESSON 4 Build Resilience to Stress</p> <p>LESSON 5 Cultivate Well-Being</p>	<p>Understand Stress: None</p> <p>What Stresses You Out—and Why?: Identify sources of stress and assess how it affects you and your team</p> <p>Manage Stress in the Moment: Adopt strategies to manage stress as it occurs</p> <p>Build Resilience to Stress: Build resilience at work to combat stressful challenges</p> <p>Cultivate Well-Being: Cultivate well-being by practicing healthy habits for your mind and body</p>	<p>Mentor Moment: How We Think About Stress, Amy Jen Su</p> <p>Hijacked by Stress</p> <p>Counteract Secondhand Stress, Adi Ignatius</p> <p>The Calm Down Effect</p> <p>How We Get Hooked, Susan David</p> <p>Your Resilience Starts with Your Values, Bryan Simmons</p> <p>The Good Around You, Amy Jen Su</p> <p>Engage in Activities That Make You Happy, Annie Perrin</p>	<p>TOOLS & HANDOUTS</p> <p>Worksheet for Identifying Your Emotional Triggers</p> <p>A 3-Step Calm-Down</p> <p>Guide to Mind Traps</p> <p>Worksheet for Challenging Stressful Thoughts</p> <p>Worksheet for Connecting to Purpose and Values</p> <p>Worksheet for Analyzing Health Habits</p> <p>Guide to Meditation</p> <p>Respond to Stress with Mindfulness</p> <p>Guide to Good Sleep</p> <p>DISCUSSION GUIDES</p> <p>Build Resilience by Connecting with Others</p> <p>How to Identify and Avoid Mind Traps</p>	<p>FROM THE COLLECTION</p> <p>What Anxiety Does to Us at Work, Alice Boyes</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
TEAM MANAGEMENT				
<p>LESSON 1 Set Your Team Up for Success</p> <p>LESSON 2 Strengthen Team Collaboration</p> <p>LESSON 3 Achieve More of What Matters as a Team</p> <p>LESSON 4 Lead Your Team Through Conflict</p> <p>LESSON 5 Navigate Team Transitions</p> <p>LESSON 6 Measure and Boost Team Performance</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>Strengthen Team Collaboration: Boost collaboration by coaching team members to listen, empathize, and get comfortable with feedback</p> <p>Achieve More of What Matters as a Team: Enhance your team's productivity without causing burnout</p> <p>Lead Your Team Through Conflict: Help team members resolve conflict and debate and disagree productively</p> <p>Navigate Team Transitions: Support your team through transitions, including changes in direction, arrivals and departures of members, and disbanding</p> <p>Measure and Boost Team Performance: Improve your team's performance by setting motivating goals, defining performance metrics, and fostering accountability</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>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>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>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>DISCUSSION GUIDES</p> <p>Build Inclusive Hybrid Teams</p> <p>Run Effective Team Meetings</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>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
TIME MANAGEMENT				
<p>LESSON 1 Own Your Time</p>	<p>Own Your Time: None</p>	<p>How I Focus on What Truly Matters to Me, Ashley Whillans</p>	<p>TOOLS & HANDOUTS</p>	<p>EDITOR'S CHOICE</p>
<p>LESSON 2 Harness Energy and Focus</p>	<p>Harness Energy and Focus: Identify when you are at your sharpest, and use this "prime time" effectively</p>	<p>Make the Most of Your Energy Peaks and Troughs</p> <p>Allocate Substantial Time for Creative Thinking, Nina Bowman</p>	<p>Identify Your Peak Time</p> <p>Track Your Distractions</p>	<p>Updated regularly. Currently featured articles are listed within each course's More Resources page.</p>
<p>LESSON 3 Defeat Distractions</p>	<p>Defeat Distractions: Recognize what distracts you and refocus quickly</p>	<p>Don't Let Little Tasks Distract You from Big Ones, Rasmus Hougaard</p> <p>Tackle the Task You've Been Avoiding, Whitney Johnson</p>	<p>Strategies to Increase Productivity</p> <p>Email Management Best Practices</p>	
<p>LESSON 4 Take Charge of Your Productivity</p>	<p>Take Charge of Your Productivity: Develop a broad toolkit of productivity strategies</p>	<p>Manage Your Time to Accomplish Your Top Priorities, Joanne Chang</p> <p>Allow Some Slack in Your Schedule, Hafsah Syed</p> <p>Stop Multitasking and Start Getting Stuff Done, Tony Schwartz</p>	<p>Strategies for Replenishing Your Energy</p> <p>DISCUSSION GUIDES</p>	
<p>LESSON 5 Overcome Time Pressure</p>	<p>Overcome Time Pressure: Model positive work-life habits</p>	<p>How Small Requests for Time Have a Big Impact, Ashley Whillans</p> <p>Overwhelmed? Change How You Work, Pablo Velez Jr.</p> <p>Conserve Energy and Willpower, Emma Seppala</p>	<p>Improve Your Productivity and Focus</p> <p>Develop Good Time Habits</p>	

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>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>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>DISCUSSION GUIDES</p> <p>Taking a "Reader-Centered" Approach</p> <p>Writing Effective Email</p>	<p>EDITOR'S CHOICE</p> <p>Updated regularly. Currently featured articles are listed within each course's Resources page.</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>A Process for Clear and Persuasive Writing, Mark Rennella</p>		
<p>LESSON 4 Revise Your Draft</p>	<p>Revise Your Draft: Edit your writing for content, structure, style, and design</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>		