

# HARVARD ManageMentor<sup>®</sup> 10

COURSE CONTENT FOR LGBT LEADERS

# HARVARD MANAGEMENTOR® FOR LGBT LEADERS

MAP members who have been enrolled by their organizations can access any of these courses, tips, tools and articles 24/7.

COURSE	CONCEPTS	PERSONAL INSIGHTS	LISTS & DOWNLOADABLE TOOLS	ARTICLES INCLUDED
<b>Personal Management Skills Group.</b> <i>Manage yourself so that you can effectively manage others (6 modules)</i>				
<b>Strategic Thinking</b> Learn how to recognize the personal traits, behaviors and attitudes, and cognitive capacities that strategic thinkers demonstrate.	Strategic Thinking Overview Defining Characteristics of Strategic Thinkers Strategic Thinking as a Process Seeing the Big Picture Clarifying Strategic Objectives Identifying Relationships, Patterns, and Trends Thinking Creatively Analyzing Information Prioritizing Your Actions Making Trade-Offs	"Having a long-term vision," Lord Bilimoria, Founder and CEO, Cobra Beer  "Be clear what the aim is," Sir Gerry Robinson, Former Chairman, Allied Domecq  "Moving into new markets," Will Whitehorn, President, Virgin Galactic	Steps for understanding your company's and unit's strategies Steps for balancing short-term requirements with long-term goals Tips for seeing the big picture Tips for clarifying strategic objectives Tips for identifying relationships, patterns, and trends Tips for thinking creatively Tips for analyzing information Tips for prioritizing your actions Tips for making trade-offs Strategic thinking self-assessment Worksheet for seeing the big picture Worksheet for clarifying strategic objectives Worksheet for identifying relationships, patterns, and trends Worksheet for thinking creatively Worksheet for analyzing information Worksheet for prioritizing your actions Worksheet for making trade-offs	HBR: George Stalk Jr. "Curveball: Strategies to Fool the Competition." Sep 2006  HMU: "Essentials: The Building Blocks of Strategy." Jan 2006
<b>Writing Skills</b> Skillful writing helps you accomplish your business objectives and extends your influence as a manager. Learn to create clearer, more effective written communications. Includes specific guidelines for preparing memos, letters, emails, and other common business documents.	Understanding the Basics Getting Started Organizing Your Material Writing the First Draft Structuring Paragraphs Editing for Content Editing for Style Drafting E-mail	"Don't Over-Detail," Colin Day, Group CFO, Reckitt Benckiser  "Communicate Your Strategy Clearly," Sanjiv Ahuja, Chief Executive, Orange Group  "Repeat Your Message Simply and Consistently," Sir Michael Rake, Chairman, KPMG International	Steps for planning your writing task Steps for editing for content Steps for editing for style Tips for using the order of importance method Tips for using the compare and contrast method Tips for writing an e-mail message Tips for writing a business memo Tips for writing a business letter Tips for writing a proposal Focus sheet™ Document organizing guide Designing for visual impact reference guide Be your own editor checklist	HMCL: Janice Obuchowski. "Communicate to Inform, Not Impress." Feb 2006  HMCL: Holly Weeks. "The Best Memo You'll Ever Write." Apr 2005

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<p><b>Presentation Skills</b> Sound advice on preparing and delivering presentations that command attention, persuade, and inspire. Includes rehearsal techniques as well as tips for creating and using more effective visuals. Also addresses the importance of understanding your objectives and your audience to create a presentation with impact.</p>	<p>Presentation Overview Laying the Foundation for Your Presentation Deciding What to Say Organizing Your Presentation Using Visuals Rehearsing Presenting Effectively Handling Questions Making Group Presentations Evaluating Your Presentation</p>	<p>“Prepare Thoroughly and Know Your Audience,” Rosabeth Moss Kanter, Professor of Business Administration, Harvard Business School</p> <p>“Choose Your Words Carefully,” Paul Anderson, Chairman &amp; CEO, Duke Energy</p> <p>“Keep It Simple,” Lord Sharman, Chairman, Aegis Group</p>	<p>Steps for setting up a presentation Steps for creating a presentation Steps for practicing and evaluating Tips for setting up a presentation Tips for organizing a presentation Tips for creating visuals Tips for presenting effectively Preliminary planning worksheet Audience characteristics worksheet Presentation context worksheet Presentation outline worksheet Logistics worksheet Objections worksheet</p>	<p>HMCL: Roly Grimshaw. “Why the Best Presentations Are Good Conversations.” Oct 2004</p> <p>HMCL: Cynthia M. Phoel. “Leading Words: How to Use Stories to Change Minds and Ignite Action.” May 2006</p>
<p><b>Time Management</b> Master effective time management techniques. Learn how to analyze how you currently spend your time and pinpoint opportunities for improvement, set goals, prioritize tasks, plan your time efficiently using scheduling tools, control time-wasters, and evaluate your schedule once it is underway.</p>	<p>Why Manage Your Time? Identifying and Prioritizing Goals Breaking Goals into Tasks Analyzing How You Spend Your Time Recognizing and Defeating Common “Time-Wasters” Scheduling Time More Effectively Monitoring and Improving Your Time-Management Strategies Dealing with Time-Wasting Bosses Balancing the Demands on Your Work and Personal Time Helping Your Employees Manage Their Time</p>	<p>“The Way We Work,” Sir David Bell, Director For People, Pearson</p> <p>“Focus on Four or Five Things,” Don Cruickshank, Former Chairman, London Stock Exchange</p> <p>“Creating the Appropriate Work/Life Balance,” Erroll Davis, Jr., Former Chairman, Alliant Energy Corporation</p>	<p>Steps for managing your time Steps for saying no to your boss Tips for delegating Tips for making the most of your travel time Tips for getting the most from meetings Tips for using telework effectively Tips for working from home Worksheet for identifying and prioritizing your goals Worksheet for breaking goals into tasks Daily activity log chart Worksheet for identifying and evaluating time-wasters To-do list</p>	<p>HBR: Michael C. Mankins. “Stop Wasting Valuable Time.” Sep 2004</p> <p>HMU: Melissa Raffoni. “Are You Spending Your Time the Right Way?” Jul 2006</p>
<p><b>Stress Management</b> Learn the difference between positive stress that enhances productivity and negative stress that breeds tension, lowers productivity, and undercuts job satisfaction. Includes strategies for dealing with underlying causes of worry and stress, with tactical advice and coping mechanisms for immediate problem management.</p>	<p>Overload and Toxic Worry Positive Stress and Productive Worry Assessing Your Stress Level Taking Charge of Stress Turning Worry into Action Connecting with Others Connecting with Yourself Letting Your Body Help You Relieve Stress Practice Good Stress Habits</p>	<p>“Keeping Your Balance,” Laura Tyson, Dean, London Business School</p> <p>“Restoring Confidence,” Rosabeth Moss Kanter, Professor of Business Administration, Harvard Business School</p>	<p>Steps for quick stress reduction Steps for decreasing toxic worry Tips for managing worry Tips for setting stress-reducing goals Tips for coping with difficult coworkers Tips for listening effectively to a worried colleague Worry self-assessment Life changes as stressors checklist Workplace stress assessment</p>	<p>HBR: Herbert Benson M.D. “Are You Working Too Hard?” A Conversation with Herbert Benson, M.D. Nov 2005</p> <p>HMU: “Managing a Crisis.” Aug 2005</p>

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<p><b>Becoming a Manager</b>            Concepts and practical advice to help a new managers make a successful transition to the managerial role. Learn common myths of management, the nature of the transition process from individual contributor to manager, how to enhance your self-knowledge, ways to build effective teams, and how to cope with the stresses and emotions that characterize the managerial role.</p>	Myths About Managers Roles and Expectations Setting Agendas and Building Consensus Taking a Broader View Managing Teams Managing Individuals Putting It All Together Promoting Diversity and Understanding Group Culture Building Self-Awareness The Power of Emotional Intelligence Coping with New Emotions Reaping the Rewards	<p>"Adapt Your Leadership Style to Each Individual," David Brandon, Chairman &amp; CEO, Domino's Pizza</p> <p>"Becoming a Manager," David Brandon, Chairman &amp; CEO, Domino's Pizza</p> <p>"Diversity in Teams," Robin Ryde, Head, Centre for Strategic Leadership, National School of Government</p> <p>"Supporting Your Team," David Brandon, Chairman &amp; CEO, Domino's Pizza</p>	Steps for building and cultivating your network Steps for strengthening your emotional intelligence Tips for assessing your progress Tips for influencing others Tips for introducing new policies and practices Tips for leveraging resources in your first year Best manager-worst manager worksheet Checklist for new managers Emotional intelligence self-assessment Contact sheet for new managers Worksheet for adapting your managerial style	<p>HBR: Linda Hill. "Becoming the Boss." Jan 2007</p> <p>HMU: Anne Field. "Moving Managers from "Me" to "We." Apr 2006</p>
<p><b>Leadership Skills Group.</b> <i>Plan and make things happen through other people (8 modules)</i></p>				
<p><b>Leading and Motivating</b>            A synopsis of the essential tasks of leadership: setting direction, aligning people, and motivating others. Learn how to recognize the skills and characteristics of effective leaders, create an inspiring vision, and energize people to support and work toward your goals.</p>	What Leaders Really Do Skills and Characteristics of Leaders Adapting Your Leadership Style Crafting a Vision That Others Will Follow Aligning People Through Successful Communication Motivating Others Energizing Difficult People Creating a Work Environment that Motivates	<p>"Find Your Personal Communication Style," Laura Tyson, Dean, London Business School</p> <p>"Mission and Vision," Lord Bilimoria, Founder and CEO, Cobra Beer</p> <p>"Passion and Energy," Robin Ryde, Head, Centre for Strategic Leadership, National School of Government</p>	Steps for adapting your leadership style to individual needs Steps for formulating a vision Steps for creating forward momentum Tips for establishing your credibility Tips for developing your leadership skills Tips for creating an inspiring work environment Emotional intelligence and leadership trait checklist Worksheet for developing a vision Worksheet for keeping people motivated Establishing credibility and building a holding environment checklist	<p>HBR: "In Praise of the Incomplete Leader." Feb 2007</p> <p>HMU: David Sirota; Louis A. Mischkind; Michael Irwin Meltzer. "Stop Demotivating Your Employees!" Jan 2006</p>
<p><b>Goal Setting</b>            Is your work organized around clear and meaningful objectives? It will be once you've mastered these tools and techniques for establishing realistic goals, creating a task list, tracking milestones, and evaluating achievement.</p>	Goal Setting: An Overview Setting SMART Goals Developing Unit Goals Developing Individual Goals Maximizing Goal Success Accomplishing Goals Evaluating Goals	<p>"Restoring Confidence," Rosabeth Moss Kanter, Professor of Business Administration, Harvard Business School</p> <p>"Setting Clear and Achievable Goals," Roger Parry, Chairman, Clear Channel International</p> <p>"Transformational Goals," Stephen Dando, Group HR Director, Reuters</p>	Steps for identifying and prioritizing goals Steps for accomplishing your goals Steps for monitoring your progress Tips for setting unit goals Tips for setting your team members' goals Tips for increasing goal success Goal development worksheet Smart goal worksheet Goal and task worksheet Obstacles/solutions worksheet Worksheet for evaluating goals	<p>BSR: Robert S. Kaplan. "Target Setting." May 2006</p> <p>HBR: Dianne Ledingham; Mark Kovac; Heidi Locke Simon. "The New Science of Sales Force Productivity." Sep 2006</p>

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<p><b>Collaborative Decision Making</b> How to make effective business decisions into a process that requires time and input from many individuals throughout an organization. Learn to identify underlying issues related to a decision, generate multiple alternatives, evaluate those alternatives, and communicate and implement the decision. Includes tools and techniques for diagnosing and defining problems, identifying root causes, generating options, and weighing alternatives.</p>	<p>Decision-Making Overview Setting the Stage Recognizing Obstacles Framing the Issue Generating Alternatives Evaluating Alternatives Making the Decision Communicating the Decision Implementing the Decision Assessing the Decision-Making Ethics and Decision Making</p>	<p>“Avoid Uncertainty,” John Roberts, Former Chief Executive, United Utilities</p> <p>“Ethics: The Balance of Information,” John Abele, Founder, Boston Scientific</p> <p>“Make the Tough Call, Then Act,” David Brandon, Chairman &amp; CEO, Domino’s Pizza</p>	<p>Steps for identifying decision-making objectives Steps for creating a prioritization matrix Steps for using the point-counterpoint technique Steps for using the intellectual watchdog technique Tips for defining problems Tips for conducting a productive brainstorming session Tips for generating alternatives Tips for keeping your group on track Tips for promoting fair process Worksheet for setting the stage Brainstorming planning worksheet Worksheet for evaluating alternatives Communications notification form Worksheet for assessing the decision-making process</p>	<p>HBR: Paul Rogers; Marcia Blenko. “Who Has the D? How Clear Decision Roles Enhance Organizational Performance.” Jan 2006</p> <p>HMU: Richard Luecke. “Make Better Decisions.” Apr 2006</p>
<p><b>Delegating</b> Proven tools for assessing any assignment, matching employee skills to tasks, selecting the right person, and supporting the delegation all the way through completion. Includes strategies for communicating the assignment, monitoring progress, and dealing with “reverse delegation.”</p>	<p>What Is Delegating? Guidelines for Effective Delegating Approaches to Delegation Preparing to Delegate Making the Assignment Monitoring a Delegation Handling Obstacles After the Assignment Is Complete</p>	<p>“Avoid Creating a Risk-Adverse Culture,” Roger Parry, Chairman, Clear Channel International</p> <p>“Delegate Responsibility in Order to Move with Speed,” Robert Herbold, Former Chief Operating Officer, Microsoft Corporation</p> <p>“Surround Yourself with the Best,” Dianne Thompson, Chief Executive, Camelot Group</p>	<p>Steps for delegating to the right person Steps for communicating the assignment Tips for delegating effectively Tips for choosing what to delegate Delegation skills checklist Worksheet for preparing to delegate Delegation assignment tracking form Task delegation analysis worksheet</p>	<p>HMU: Lauren Keller Johnson. “Are You Delegating So It Sticks?” Jul 2004</p> <p>HMU: “Five Questions About Encouraging Managers to Delegate with Jeffrey Pfeffer.” Jan 2004</p>
<p><b>Launching and Leading Teams</b> Learn how to establish a team with the right mix of skills and personalities and create a culture that promotes collaborative work. Covers steps to leading an effective team and includes innovative, easy-to-implement self-evaluation tools.</p>	<p>What Is a Team? Seven Steps to an Effective Team Forming a Team Building Team Culture Planning for Success Operating As a Team Evaluating Performance Being a Team Player</p>	<p>“Teamwork,” Stephen Dando, Group HR Director, Reuters</p> <p>“Diversity in Teams,” Robin Ryde, Head, Centre for Strategic Leadership, National School of Government</p> <p>“Pace, Don’t Lead,” David McTurk, Former COO, Bookham Technology</p>	<p>Steps for launching a team Steps for building an effective team Steps for addressing team conflicts through private channels Steps for holding an open team discussion about conflicts Tips for creating a team charter Tips for defining team goals Tips for hosting a launch meeting Checklist for evaluating yourself as a team leader Worksheet for deciding whether to assemble a team Worksheet for developing a team charter Role clarification worksheet Worksheet for assessing team member’s skills Checklist for assessing your team’s goals</p>	<p>HBR: Timothy Butler; James Waldroop. “Understanding ‘People’ People.” Jun 2004</p> <p>HMU: Jerry Garfield; Ken Stanton. “Building Effective Teams in Real Time.” Nov 2005</p>

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<p><b>Keeping Teams on Track</b> Focus is essential to effective teamwork. Learn how to diagnose and overcome common problems—such as poor communication and interpersonal conflict—that can impede team progress, learn to take corrective measures to remove team problems and improve team performance.</p>	<p>Understanding How Teams Get Derailed Fostering Team Identity Helping Your Team Make Decisions Promoting Better Team Communication Resolving Team Conflicts Encouraging Team Participation Fostering Creativity in Your Team Helping Your Team Avoid “Groupthink” Improving a Team Leader’s Skills</p>	<p>“Keeping Peace Between People,” Sir Mark Weinberg, President, St.James’s Place Capital  “Teamwork,” Stephen Dando, Group HR Director, Reuters  “Leadership Is What You Do, Not What You Say,” Clive Mather, President and CEO, Shell Canada</p>	<p>Steps for keeping team meetings on the right track Steps for resolving conflicts Steps for evaluating your team Tips for building team performance Tips for improving team communication Tips for making the most of conflict Tips for balancing bossing with empowering Team audit - how are we doing? Team identity assessment Worksheet for resolving a disagreement Groupthink assessment</p>	<p>HBR: Jeanne Brett; Kristin Behfar; Mary C. Kern. “Managing Multicultural Teams.” Nov 2006  HMU: Paul Michelman. “Building and Leading Your Team.” May 2005</p>
<p><b>Meeting Management</b> A timesaving guide to planning and conducting meetings from start to finish. Covers preparation, keeping the meeting on track, and follow-up. Includes expert advice for dealing with problem behaviors exhibited by meeting participants.</p>	<p>Types and Purposes of Meetings Creating an Agenda Preparing for the Meeting How Groups Reach Decisions Conducting a Meeting When Bad Things Happen to Good Meetings Ending a Meeting Following Up After a Meeting Virtual Meetings</p>	<p>“Follow It Up,” Sir Gerry Robinson, Former Non-Executive Chairman, Allied Domecq  “Judgment Calls,” Phil Smith, Business Development Director, Cisco Systems, UK &amp; Ireland  “Perception,” David McTurk, Former COO, Bookham Technology</p>	<p>Steps for planning, conducting, and following up Steps for discussing a problem Steps for building an instant agenda Tips for preparing a meeting Tips for conducting a meeting Tips for dealing with problem behaviors Tips for intervening at critical junctures Tips for ending a meeting Tips for on-the-spot recording Meeting agenda form Meeting planner’s checklist Meeting minutes form</p>	<p>HBR: Bob Frisch; Logan Chandler. “Off-Sites that Work.” Jun 2006  HMCL: Marty Linsky. “The Morning Meeting: Best-Practice Communication for Executive Teams.” May 2006</p>
<p><b>Change Management</b> A practical guide to implementing, managing, and communicating change in your organization. Learn how to approach change with an open mind and use it as a stimulus to encourage new ideas and harness enthusiasm for further progress. Includes steps to help your unit or organization become change-ready and planning tools to address resistance to change efforts.</p>	<p>The Dimensions of Change Being Ready for Change Change Management Implementing Change Communicating Change Understanding Reactions to Change Taking Care of Yourself During Change</p>	<p>“Effecting Change Through Active Engagement with Stakeholders,” Wendy Thomson, Former Head, The Office of Public Services Reform  “Leading People Through Change,” Amy Butte, Former CFO, New York Stock Exchange  “Overcoming Change Resisters,” Edward Lawler, Distinguished Professor of Business, Marshall School of Business, University Of Southern California</p>	<p>Steps for assessing your reactions to change Steps for addressing resistance to change Steps for creating an effective implementation plan Tips for avoiding common change mistakes Tips for creating a guiding vision Tips for empowering employees to change Tips for making near-term wins effective Self-assessment for managers of change Worksheet for communicating change Worksheet for addressing resistance to change Worksheet for overcoming obstacles to change</p>	<p>HBR: David A. Garvin; Michael A. Roberto. “Change Through Persuasion.” Jan 2006  HMU: Kerry A. Bunker; Michael Wakefield. “Leading in Times of Change.” May 2006</p>

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<b>People Management Skills Group.</b> <i>Attract, develop and retain great colleagues (6 modules)</i>				
<b>Hiring</b> Techniques for finding, interviewing, and selecting top performers. Covers information on screening résumés, checking references, asking effective questions, making the hiring decision, and extending the offer. Includes tools for creating a job profile, preparing for an interview, and evaluating job candidates.	Hiring Overview Defining Job Requirements Recruiting Promising Candidates Preparing to Interview Conducting the Interview Maintaining Control of the Interview Asking Effective Questions Asking Personal Questions Evaluating Candidates Making the Offer	"Hire the Right People," Aart de Geus, Chairman and CEO, Synopsys  "Recruit Talent, Not Experience," Don Cruickshank, Former Chairman, London Stock Exchange  "Techniques For Hiring Well," Aart de Geus, Chairman and CEO, Synopsys	Steps for recruiting candidates Steps for asking interview questions Steps for making the hire Tips for finding the right person Tips for screening résumés Tips for conducting the interview Interview preparation form Decision-making matrix worksheet Job profile form	HBR: Justin Menkes. "Hiring for Smarts." Nov 2005  HMU: Judith A. Ross. "Hiring for Intangibles." Jan 2007
<b>Developing Employees</b> Easily applied recommendations for addressing employees' developmental needs. Includes strategies for maximizing return on management, growing competent employees, and keeping star performers motivated. Also addresses use of development planning to help team members improve individual performance, make the most of career opportunities, and maximize contributions to your organization's performance.	Why Develop Employees? Addressing Developmental Needs Acknowledge Employee Differences Using the Performance and Potential Grid Keeping Top Employees Motivated Growing Competent Employees Acting on Underperformers The Career Development Discussion	"Respect and Value Every Individual's Contribution," Amelia Fawcett, Vice Chairman, Morgan Stanley International  "The Head Gardener," Lord Sharman, Chairman, Aegis Group  "Trust, Develop, Stretch," Stephen Dando, Group HR Director, Reuters	Steps for preparing for a career development discussion Steps for identifying career development opportunities for your employees Steps for having a career development discussion Tips for building employee trust Tips for helping an employee find a mentor Tips for motivating top employees Tips for nurturing solid contributors Tips for creating an individual development plan Worksheet for using the Performance and Potential Grid Employee's planning worksheet for development discussions Manager's planning worksheet for development discussions Individual development plan worksheet	HBR: Robert Morison; Tamara Erickson; Ken Dychtwald. "Managing Middlecence." Mar 2006  HMU: Glenn Rifkin. "Building Better Global Managers." Mar 2006
<b>Retaining Employees</b> Why do employees stay with—or leave—their jobs? Learn strategies for attracting and keeping top performers, how to handle common obstacles to retention such as burnout and work/life imbalance, and how to develop programs that address the diverse needs and interests of your workforce.	Employee Retention Overview Why Is Retention More Important Than Ever? What Makes Retention So Challenging? The Special Challenges of a Diverse Work Force Hiring Right: The First Step to Retention Stay Competitive Cultivate the Right Culture Help Managers Help Employees Stay Help Employees Avoid Burnout	"The Business Case for Gender Diversity," Gill Rider, Director General, Leadership & People Strategy, Cabinet Office  "Don't Take a Job for Life," Colin Day, Group CFO, Reckitt Benckiser  "Love What You Do," Warren Bennis, Distinguished Professor of Business Administration, University of Southern California	Steps for managing exhausted employees Steps for diagnosing and closing retention gaps Tips for getting good people to stay Tips for building your retention task force Tips for building your online internal job-search tool Tips for using training to foster retention Tips for recognizing the early warning signs of defection Tips for hooking the right prospects Worksheet for conducting a stay interview Worksheet for calculating the cost of replacing a specific employee Work culture survey Retention self-assessment	HBR: Sylvia Ann Hewlett and Carolyn Buck Luce. "Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success." Mar 2005  HMU: Judith Ross. "Dealing with the Real Reasons People Leave."

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<p><b>Feedback Essentials</b> Learn how and when to use various types of feedback to maximize openness and encourage learning. Covers information on establishing a receptive work environment, giving effective feedback, receiving feedback openly, being patient with non-communicators, and managing barriers to feedback.</p>	<p>What Is Feedback? Deciding When and How to Deliver Feedback Giving Feedback Effectively Receiving Feedback Openly Customizing Feedback Providing Upward Feedback Managing Barriers to Feedback Acting When Feedback Calls for Change Frequently Asked Questions</p>	<p>“Always Deliver Honest Feedback,” Amelia Fawcett, Vice Chairman, Morgan Stanley International</p> <p>“Give Honest and Constructive Real-Time Feedback,” William Harrison, Former Chairman of the Board, JPMorgan Chase Bank</p> <p>“You Can’t Praise Enough,” Ann Limb, Former Group Chief Executive, Ufi</p>	<p>Steps for giving feedback to correct a behavior Steps for communicating positive feedback Steps for receiving feedback Tips for when to give feedback Tips for when not to give feedback Tips for giving effective feedback Tips for giving feedback in a volatile situation Tips for giving feedback to uncommunicative people Tips for responding to vague feedback Planning a feedback session worksheet Giving feedback upward assessment Planning commitment worksheet Feedback process evaluation</p>	<p>HBR: Steven Berglas. “How to Keep A Players Productive.” Sep 2006</p> <p>HMU: Cynthia M. Phoel. “Feedback That Works.” Sep 2006</p>
<p><b>Performance Appraisal</b> Prepare, conduct, and follow up a performance evaluation meeting. Includes guidelines on appropriate documentation and handling problem situations, as well as specific <i>before</i>, <i>during</i>, and <i>after</i> steps designed to reinforce desirable behavior and effect change where needed.</p>	<p>The Purpose of Assessing Performance Preparing for a Performance Appraisal Meeting Conducting a Performance Appraisal Meeting Recording the Meeting Following Up</p>	<p>“Always Deliver Honest Feedback,” Amelia Fawcett, Vice Chairman, Morgan Stanley International</p> <p>“Trust, Develop, Stretch,” Stephen Dando, Group HR Director, Reuters</p> <p>“You Can’t Praise Enough,” Ann Limb, Former Group Chief Executive, Ufi</p>	<p>Steps for preparing for a performance appraisal meeting Steps for conducting a performance appraisal meeting Tips for preparing for a performance appraisal meeting Tips for conducting a performance appraisal meeting Performance appraisal preparation checklist Performance appraisal evaluation checklist Individual development plan worksheet</p>	<p>HBR: Robert S. Kaplan. “What to Ask the Person in the Mirror.” Jan 2007</p> <p>HMU: Anne Field. “Are You Rewarding Solo Performance at the Team’s Expense?” Aug 2006</p>
<p><b>Managing Upward</b> How well do you work with your supervisor? Gain insight into developing a mutually rewarding relationship, with skills for communicating and negotiating with your manager. Includes tips on presenting problems or opportunities to your supervisor and accepting responsibility for your proposed actions.</p>	<p>The Purpose of Managing Upward Developing a Relationship with Your Manager Communicating with Your Manager Negotiating with Your Manager</p>	<p>“Asking the Right Questions,” Sir Peter Middleton, Former Chairman, Barclays Group</p> <p>“Embracing Conflict,” Richard Pascale, Writer, Lecturer and Consultant, Oxford University</p> <p>“Take Ownership of Your Own Development,” Jay Conger, Executive Director, Leadership Institute, University of Southern California</p>	<p>Steps for developing a relationship with your manager Steps for presenting problems or opportunities up Tips for working effectively with your manager Tips for negotiating your needs Worksheet for understanding your manager Worksheet for understanding yourself Worksheet for monitoring the effectiveness of your relationship with your manager Worksheet for negotiating with your manager</p>	<p>HMCL: Anne Field. “Truth or Consequences: Dealing with a Conflict-Averse Boss.” 2005</p> <p>HMU: Rich Wellins. “Five Questions About Interviewing Your Prospective Supervisor.” Oct 2004</p>

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<p><b>Difficult Interactions</b> Shows how to discuss and resolve difficult interactions in the workplace—whether they're with employees, peers, bosses, or even customers and suppliers. Includes tools and techniques to help you: decide which situations are worth resolving, find the source of the difficulty, productively discuss the emotions that difficult interactions can raise, and overcome barriers to action.</p>	<p>What Are Difficult Interactions? Causes of Difficult Interactions To Manage a Difficult Interaction—Or Let It Go? Assessing the Facts Identifying the Emotions Dealing with Threats to Your Self-Image Solving the Problem Managing Difficult Interactions</p>	<p>"Dealing with High-Maintenance Individuals," Dawn Airey, Managing Director, BSKyB  "Embracing Conflict," Richard Pascale, Writer, Lecturer and Consultant, Oxford University  "Keeping Peace Between People," Sir Mark Weinberg, President, St. James's Place Capital</p>	<p>Steps for managing a difficult interaction Steps for improving your conflict-management style Steps for using active listening Steps for resolving conflicts between employees Tips for letting go of a difficult interaction Tips for effective listening Tips for managing anger Tips for dealing with extra-frustrating behaviors Tips for dissipating tension during a difficult conversation Tips for maintaining effective work relationships Worksheet for finding the source of the difficulty Worksheet for deciding whether to deal with a difficult interaction Perceptions and behavior assessment Discussing difficult interactions assessment Worksheet for creating a plan for change Worksheet for resolving a conflict between employees</p>	<p>HBR: Jeff Weiss; Jonathan Hughes. "Want Collaboration? Accept--and Actively Manage—Conflict." Mar 2005  Neg: "When Life Gives You Lemons: How to Deal with Difficult People." Nov 2004</p>