

HARVARD ManageMentor[®] 10

USER'S GUIDE FOR LGBT LEADERS

Get Started

Get Started provides information about the topic, topic map, information about the mentor/subject matter expert, and provides a media-rich introduction to the topic to motivate the user to explore further. The interactive media players allow you to listen, read, or both. The timer shows the length of the clip.

The screenshot shows the Harvard ManageMentor interface for the topic 'Leading and Motivating'. The left sidebar contains a navigation menu with options: Get Started (selected), Topic Objectives, Site Map, 20-Minute Path, Download Audio, Print Topic, About the Mentor, Learn, Practice, Apply, and Explore Further. The main content area is titled 'Get Started' and features a video player. The video player shows a woman in a business suit with the text 'What would you do?' and a 'Start' button. Below the video player are controls for Captions and Audio, and a progress bar showing 00:01 / 01:10. A 'view text' link is also present. Below the video player, the text reads: 'As a leader, it's your job to craft your team's vision—and then motivate team members to attain that vision. But where do you begin?' followed by a 'Next »' link. The footer of the page states: 'Version 1.0.030608 © 2007 Harvard Business School Publishing. All rights reserved.'

Note that the *20 minute path* provides a choice for the user who just wants the highlights of the subject due to limited time.

The screenshot shows the Harvard ManageMentor interface for the topic 'Leading and Motivating', specifically the '20-Minute Path' section. The left sidebar is the same as in the previous screenshot, but the '20-Minute Path' option is selected. The main content area is titled '20-Minute Path' and features a list of key ideas and topics. The text reads: 'Pressed for time? Click on the following links to view topic highlights.' followed by a list of key ideas: 'Key Idea: Managing versus leading' (with sub-points: Emotional intelligence capabilities), 'Key Idea: Personality and strategic choice' (with sub-points: Leadership styles), 'Key Idea: Create the vision' (with sub-points: Characteristics of an effective vision), 'Key Idea: Communicate effectively' (with sub-points: Communicate your vision), and 'Key Idea: People who don't follow' (with sub-points: Steps for adapting your leadership style to individual needs, Tips for creating an inspiring work environment). At the bottom of the list is a link: 'Add the 20-Minute Path to your HMM Favorites'. Below the list are '« Previous' and 'Next »' navigation links. The footer of the page states: 'Version 1.0.030608 © 2007 Harvard Business School Publishing. All rights reserved.'

Learn

Learn has a wide variety of information for managers to develop their skills. This section of *Harvard ManageMentor 10* is the primary area where learning takes place. Users have the option to listen, read, watch video clips, and interact with online activities.

The screenshot shows the 'Learn' section of the Harvard ManageMentor website. The header includes the Harvard ManageMentor logo, the MAP (movement advancement project) logo, and the title 'Leading and Motivating'. A navigation menu on the left lists various topics, with 'Learn' selected. The main content area is titled 'Learn' and contains the following text: 'The Learn section presents the main ideas, or core concepts, for this topic. As you explore this section, look for:'. Below this text are three boxes: 'Key Ideas' (Multimedia explanations of important takeaways in the topic (1 minute each) with a video thumbnail), 'Activities' (Interactive exercises that reinforce the topic's main ideas (2-5 minutes each) with three icons), and 'Personal Insights' (Video clips of managers sharing true stories about business challenges (1-3 minutes each) with a video thumbnail). At the bottom, there are navigation links: '« Previous: Get Started | Next »'.

Throughout **Learn**, there are *Key Ideas*. This *Key Idea* highlights the most important concepts in the topic & reinforces learning through sound & images.

The screenshot shows the 'Key Idea' section of the Harvard ManageMentor website. The header includes the Harvard ManageMentor logo, the MAP (movement advancement project) logo, and the title 'Leading and Motivating'. A navigation menu on the left lists various topics, with 'What Leaders Really Do' selected. The main content area is titled 'What Leaders Really Do' and contains the following text: 'Managing versus leading'. Below this text is a video player with a blue background and a key icon. The video player has a 'Start' button and a progress bar showing '00:01 / 01:14'. Below the video player is a 'view text' link. At the bottom, there are navigation links: '« Previous | Next »'.

Each topic in *Learn* also has an *Activity* that allows the users to apply & test their knowledge of the content in a fun, engaging, and safe environment.

The screenshot shows the Harvard ManageMentor MAP interface for the topic "Leading and Motivating". The left sidebar lists various learning activities, with "Assess your emotional intelligence" selected. The main content area displays the assessment title "Assess your emotional intelligence" and instructions: "Developing your emotional intelligence is crucial to realizing your potential as a manager. Use this assessment to test your current EI." Below this, a scale from 1 to 5 is defined: "Rate the following statements by how strongly they apply to you. 1 = 'does not describe me at all' and 5 = 'describes me perfectly.'" A red instruction says: "Click the buttons that correspond to your answer choice. Then click Submit Answers to reveal feedback." The assessment consists of seven statements, each with five radio buttons for rating:

Statement	1	2	3	4	5
1. I have expertise in building and leading teams.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I have a knack for finding common ground with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am self-confident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I have expertise in coaching and retaining talented people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I am in control of my feelings and impulses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I constantly try to improve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I know when to ask for help.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

At the bottom of the assessment, there is a "Submit Answers" button and navigation links: "« Previous" and "Next »".

Personal Insights provide relevant & compelling stories from business executives from around the world. These stories bolster the learning points of each topic.

The screenshot shows the Harvard ManageMentor MAP interface for the topic "Leading and Motivating". The left sidebar lists various learning activities, with "Personal Insight: Passion and energy" selected. The main content area displays the video title "Passion and energy" and a video player. The video player shows a blue background with the text: "Personal Insight", "Robin Ryde", "Head, Centre for Strategic Leadership", "National School of Government", and a "Start" button. Below the video player, there are controls for "Captions" (unchecked) and "Audio" (checked), and a progress bar showing "00:00 / 01:54". A "view text" link is also present. Below the video, the text reads: "Being able to motivate and transfer passion and energy is a true catalyst for inspiring others." The name "Robin Ryde" is followed by his title: "Head, Centre for Strategic Leadership, National School of Government". A short bio follows: "Robin Ryde spent three years at the Cabinet Office leading the Prime Minister's leadership development program—the Top Management Program: one of the largest leadership development programs in Europe." At the bottom, there are navigation links: "« Previous" and "Next »".

Practice

Once a user has explored the topic & wants to test what they've learned, **Practice** provides ways to apply their new knowledge. Users have two areas to practice what they've learned, *Scenario* & *Test Yourself*. *Scenario* provides a media-rich interactive activity, where users assume the role of a manager in a fictional situation. The user can explore all the choices, and learn from feedback provided with each choice. They can apply what they've learned in a neutral environment that emulates a situation they may face in real life.

The screenshot shows the Harvard ManageMentor MAP interface. The top navigation bar includes the Harvard ManageMentor logo, the MAP logo (movement advancement project), and the title "Leading and Motivating". On the right, there are "Favorites" and "Feedback" links. A left sidebar menu lists various sections: "Get Started", "Learn", "What Leaders Really Do", "Skills and Characteristics of Leaders" (which is expanded to show sub-topics like "Leading today's business organizations", "Emotional intelligence capabilities", "Activity: Assess your emotional intelligence", "Mapping emotional intelligence to leadership traits", and "Additional characteristics beyond emotional intelligence"), "Personal Insight: Passion and energy" (which is selected), "Adapting Your Leadership Style", "Crafting a Vision That Others Will Follow", "Aligning People Through Successful Communication", "Motivating Others", "Energizing Difficult People", and "Creating a Work Environment that Motivates". Below these are "Practice", "Apply", and "Explore Further".

The main content area is titled "Skills and Characteristics of Leaders" and features a video player for "Personal Insight". The video player shows a blue screen with a white speech bubble containing the text "Personal Insight" and "Robin Ryde, Head, Centre for Strategic Leadership, National School of Government". Below the video player is a control bar with "Captions" and "Audio" checkboxes, playback buttons, and a progress indicator showing "00:00 / 01:54". A "view text" link is also present.

Below the video player, there is a text block: "Being able to motivate and transfer passion and energy is a true catalyst for inspiring others." This is followed by a quote from Robin Ryde: "Robin Ryde, Head, Centre for Strategic Leadership, National School of Government. Robin Ryde spent three years at the Cabinet Office leading the Prime Minister's leadership development program—the Top Management Program: one of the largest leadership development programs in Europe." At the bottom of the main content area, there are "Previous" and "Next" navigation links.

When the user is ready to test their own knowledge, they can take a 10 question quiz in *Test Yourself*. Feedback is provided with each answer, allowing the learning to continue further, and highlighting areas that may need to be further reviewed.

The screenshot shows the Harvard ManageMentor MAP interface in the "Check Your Knowledge" section. The top navigation bar is the same as in the previous screenshot. The left sidebar menu is also the same, but "Check Your Knowledge" is now selected. The main content area is titled "Check Your Knowledge" and features a "Question 1" section. The question is: "Which of the following tasks represents a leadership responsibility?" Below the question is a set of instructions: "Click the button next to the correct answer choice. After you have read the feedback, explore the other choices. Note: Your first selection will be used in tallying your score." There are three radio button options: "Organizing projects", "Aligning people", and "Budgeting". At the bottom of the main content area, there are "Previous" and "Next" navigation links, along with a progress indicator showing a grid of 10 boxes, with the first box filled.

At the bottom of the interface, there is a footer: "Version 1.0.030608 © 2007 Harvard Business School Publishing. All rights reserved."

Apply

When the learner is ready to use the skills that they've learned, *Apply* provides additional information to guide them through the process. **Apply** provides tools, resources, and worksheets that can be used in a real work environment to support the learning and to facilitate business events.

The screenshot shows the 'Apply' section of the Harvard ManageMentor MAP 'Leading and Motivating' course. The page has a navigation sidebar on the left with options: Get Started, Learn, Practice, Apply (selected), Steps, Tips, Tools, and Explore Further. The main content area is titled 'Apply' and contains an introductory paragraph: 'The Apply section presents useful forms, concise steps, and practical advice that you can use on the job.' Below this are three sections: 'Steps' (Systematic ways to accomplish important tasks, with a 3D block icon), 'Tips' (Suggestions to help you be successful in the workplace, with a checklist icon), and 'Tools' (Worksheets, checklists, and planning forms to enhance your performance, with a checklist icon). At the bottom, there are navigation links: « Previous: Practice | Next ».


Steps & Tips are concise areas that can be referenced quickly as a refresher, or reminder, or to prepare for a situation in a short amount of time.

The screenshot shows the 'Tools' section of the Harvard ManageMentor MAP 'Leading and Motivating' course. The navigation sidebar is the same as in the previous screenshot. The main content area is titled 'Tools' and features the 'Emotional intelligence and leadership trait checklist'. A button labeled 'Open in a word processor' is visible. The checklist is titled 'Emotional Intelligence and Leadership Trait Checklist' and includes instructions: 'The questions below relate to characteristics of effective leaders as they map to the five emotional intelligence capabilities. Use the results to determine the areas in which you might strengthen your emotional intelligence.' The checklist is organized into sections: Self-awareness (2 questions), Self-regulation (6 questions), Motivation (1 question), Empathy (2 questions), and Social Skills (4 questions). Each question is followed by a table with 'Yes' and 'No' columns. At the bottom, there are navigation links: « Previous | Next ».

The *Tools* section includes worksheets and practical tools that can be continuously used on the job.

Explore Further

Take what has been learned even further by reading the online articles, included in *Explore Further*. Two articles are included with each of the topics. There are also suggestions for other books, articles, or online material, should the user wish to get more information.

HARVARD  **MAP**  **Leading and Motivating** Favorites ▾ Feedback

Get Started
Learn
Practice
Apply
Explore Further
Online Articles
Articles
Books
eLearning Programs
Source Notes

Explore Further

Online Articles

Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, and Peter M. Senge. "In Praise of the Incomplete Leader." *Harvard Business Review*. Boston: Harvard Business School Publishing, February 2007.

It's time to end the myth of the complete leader, say the authors. The incomplete leader has the confidence and humility to recognize unique talents and perspectives throughout the organization—and to let those qualities shine. The authors' study of leadership over the past six years has led them to develop a framework of distributed leadership that consists of four capabilities: sensemaking, relating, "visioning," and inventing. Sensemaking involves understanding and mapping the context in which a company and its people operate. Visioning, the third capability, means coming up with a compelling image of the future. It is a collaborative process that articulates what the members of an organization want to create. It's critical that leaders find others who can offset their limitations and complement their strengths.

David Sirota, Louis A. Mischkind, and Michael Irwin Meltzer. "Stop Demotivating Your Employees!" *Harvard Management Update*, January, 2006.

It's a shocking statistic: In about 85% of companies, employee morale declines sharply after just the first six months—and continues to deteriorate for years afterward. The fault, according to the authors, who surveyed about 1.2 million employees at 52 primarily Fortune 1000 companies, lies squarely with management, which often unwittingly demotivates employees and diminishes, if not outright destroys, their enthusiasm. The first step is to understand the three sets of goals that a majority of workers seek from their work—equity, achievement, and camaraderie—and then work to satisfy all three. Read about eight practices, spanning these goals, that can help individual managers to have a profound influence on employee motivation.

Harvard ManageMentor Web Site

Visit the Harvard ManageMentor Web site to explore additional online resources available to you from Harvard Business School Publishing.

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