

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 'Get Started' selected. The main content area features a video player with a woman standing in front of a blue background with the text 'What would you do?'. Below the video is a 'Start' button and a media control bar with 'Captions' and 'Audio' options. A 'view text' link is also present. Below the video, there is a short text snippet: '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 reads '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 same Harvard ManageMentor interface, but with the '20-Minute Path' selected in the sidebar. The main content area is titled '20-Minute Path' and includes a sub-header: 'Pressed for time? Click on the following links to view topic highlights.' Below this, there are several key ideas listed with expandable icons: 'Key Idea: Managing versus leading' (with sub-points: Emotional intelligence capabilities), 'Key Idea: Personality and strategic choice' (with sub-point: Leadership styles), 'Key Idea: Create the vision' (with sub-points: Characteristics of an effective vision), 'Key Idea: Communicate effectively' (with sub-point: Communicate your vision), and 'Key Idea: People who don't follow' (with sub-points: Steps for adapting your leadership style to individual needs, and Tips for creating an inspiring work environment). At the bottom of the content area, there is a link to 'Add the 20-Minute Path to your HMM Favorites' and '« Previous | Next »' navigation links. The footer of the page reads '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 10 interface. The top navigation bar includes the Harvard ManageMentor logo, the MAP (movement advancement project) logo, and the title 'Leading and Motivating'. On the right, there are links for 'Favorites' and 'Feedback'. The left sidebar contains a menu with categories: 'Get Started', 'Learn', 'Practice', 'Apply', and 'Explore Further'. Under 'Learn', several sub-topics are listed, including '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', and 'Energizing Difficult People'. 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 player showing a group of people), 'Activities' (Interactive exercises that reinforce the topic's main ideas (2-5 minutes each) with three icons: a hand pointing to a plus sign, a hand pointing to a circle, and a hand pointing to an X), and 'Personal Insights' (Video clips of managers sharing true stories about business challenges (1-3 minutes each) with a video player showing a man in a suit). At the bottom of the main content area, 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 10 interface. The top navigation bar includes the Harvard ManageMentor logo, the MAP (movement advancement project) logo, and the title 'Leading and Motivating'. On the right, there are links for 'Favorites' and 'Feedback'. The left sidebar contains a menu with categories: 'Get Started', 'Learn', 'Practice', 'Apply', and 'Explore Further'. Under 'Learn', the sub-topic 'What Leaders Really Do' is selected, and the 'Key Idea: Managing versus leading' is highlighted. The main content area is titled 'Managing versus leading' and contains 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, there is a 'view text' link. The text below the video player reads: 'Leadership skills aren't innate; they can be acquired and honed. What is the difference between a leader and a manager?'. At the bottom of the main content area, 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.

HARVARD ManageMentor **MAP** movement advancement project **Leading and Motivating** Favorites Feedback

Skills and Characteristics of Leaders

Assess your emotional intelligence

Developing your emotional intelligence is crucial to realizing your potential as a manager. Use this assessment to test your current EI.

Rate the following statements by how strongly they apply to you. 1 = "does not describe me at all" and 5 = "describes me perfectly."

Click the buttons that correspond to your answer choice. Then click **Submit Answers** to reveal feedback.

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"/>

Submit Answers

« Previous Next »

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

HARVARD ManageMentor **MAP** movement advancement project **Leading and Motivating** Favorites Feedback

Skills and Characteristics of Leaders

Passion and energy

Personal Insight

Robin Ryde
Head, Centre for Strategic Leadership
National School of Government

Start

Captions Audio 00:00 / 01:54

Being able to motivate and transfer passion and energy is a true catalyst for inspiring others.

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.

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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 interface for the 'Leading and Motivating' scenario. The top navigation bar includes the Harvard ManageMentor logo, the MAP (movement advancement project) logo, and the title 'Leading and Motivating'. On the right, there are 'Favorites' and 'Feedback' links. A left-hand navigation menu lists: Get Started, Learn, Practice (highlighted), Scenario, Check Your Knowledge, Apply, and Explore Further. The main content area is titled 'Scenario' and features a video player. The video shows a man in a suit with the text 'Part 1' and a 'Start' button. Below the video is a control bar with 'Captions' (unchecked) and 'Audio' (checked) options, playback controls, and a 'view text' link. Below the video, there is a prompt: 'Click the arrow to reveal a question.' followed by a set of five empty boxes and 'Previous' and 'Next' navigation buttons. The footer contains the text: 'Version 1.0.030608 © 2007 Harvard Business School Publishing. All rights reserved.'

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 interface for the 'Check Your Knowledge' section. The top navigation bar is identical to the previous screenshot. The left-hand navigation menu is updated to show 'Check Your Knowledge' as the selected option. The main content area is titled 'Check Your Knowledge' and displays 'Question 1'. The question text is: 'Which of the following tasks represents a leadership responsibility?'. Below the question, there is a red instruction: '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.' Three radio button options are listed: 'Organizing projects', 'Aligning people', and 'Budgeting'. At the bottom, there are 'Previous' and 'Next' navigation buttons with a set of ten empty boxes between them. The footer contains the text: '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 course. The page title is 'Leading and Motivating'. The left sidebar contains navigation options: Get Started, Learn, Practice, Apply (selected), Steps, Tips, Tools, and Explore Further. The main content area is titled 'Apply' and contains the following text: 'The Apply section presents useful forms, concise steps, and practical advice that you can use on the job.' Below this text 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 >'.

The screenshot shows the 'Tools' section of the Harvard ManageMentor MAP course. The page title is 'Leading and Motivating'. The left sidebar contains navigation options: Get Started, Learn, Practice, Apply, Steps, Tips, Tools (selected), and Explore Further. The main content area is titled 'Tools' and contains the following text: 'Emotional intelligence and leadership trait checklist'. Below this text is a table titled 'Emotional Intelligence and Leadership Trait Checklist'. The table has columns for 'Yes' and 'No' and contains 14 numbered questions. The questions are grouped into sections: Self-awareness (1-2), Self-regulation (3-6), Motivation (7), Empathy (8-9), and Social Skills (10-14). Below the table, there is a copyright notice: '© 2004 Harvard Business School Publishing. All rights reserved.' At the bottom, there are navigation links: '< Previous | Next >'.

	Yes	No
Self-awareness:		
1. Are you aware of how you describe how your own patterns of behavior impact others?		
2. Can you articulate your strengths and weaknesses?		
Self-regulation:		
3. In situations that are full of turmoil and confusion, do you stay calm and level-headed?		
4. Are you willing to take calculated risks?		
5. Are you comfortable with a certain level of disputes and conflict?		
6. Can you operate in environments of uncertainty, where guidelines are few?		
Motivation:		
7. When pursuing a goal, do you maintain a positive, focused attitude, despite obstacles?		
Empathy:		
8. Do you empathize with other people's needs, concerns, and goals?		
9. Would staff members confirm that you share their energy?		
Social Skills:		
10. Do you know how to use humor to relieve tense or uncomfortable situations?		
11. Could you diagram for yourself your organization's power structure?		
12. Can you articulate the concerns of your organization's most powerful groups?		
13. Can you identify those individuals within your organization that will support you when needed?		
14. Do you know where to turn for the resources you need?		

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 *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.

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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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