

## Content Summary by Topic

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

### TOPIC STRUCTURE

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

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

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

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

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

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

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

### ADDITIONAL FEATURES

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

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

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

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

## Content by Topic

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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**BUSINESS CASE DEVELOPMENT**

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<p><b>LESSON 1</b> Understand Business Cases</p>	<p><b>Understand Business Cases:</b> None</p>	<p><b>Intro to Business Case Development,</b> Lynda Applegate</p> <p><b>Create and Deliver a Strong Business Case,</b> Eddie Yoon</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Sample Business Case</p> <p>Business Case Template</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>The Management Tip: Consider Past Business Cases Before Preparing Your Own,</b> HBR Management Tip</p>
<p><b>LESSON 2</b> Define the Opportunity</p>	<p><b>Define the Opportunity:</b> Define the opportunity you want to pursue when building a business case</p>	<p><b>Making Your Ideas Credible,</b> Prashant Pundrik</p>	<p>Worksheet for Defining an Opportunity and Generating Alternatives</p>	<p><b>Reinventing Your Business Model,</b> Clayton Christensen, Mark W. Johnson, and Henning Kagermann</p>
<p><b>LESSON 3</b> Explore Options</p>	<p><b>Explore Options:</b> Explore alternatives for addressing an opportunity when building a business case</p>	<p><b>Three Principles to Win Executive Approval,</b> Brad Holst</p>	<p>Project Implementation Tracking Form</p> <p>Checklist for Presenting a Business Case</p>	<p><b>Breakthrough Thinking from Inside the Box,</b> Kevin P. Coyne, Patricia Gorman Clifford, and Renee Dye</p>
<p><b>LESSON 4</b> Analyze Alternatives</p>	<p><b>Analyze Alternatives:</b> Analyze alternatives for your business case and identify the best option</p>	<p><b>Five Ways to Measure Performance,</b> Stacey Barr</p> <p><b>Opportunity vs. Cost in a New Market,</b> Blythe J. McGarvie</p>	<p>Make Your Case With Visuals</p>	<p><b>Innovation Killers: How Financial Tools Destroy Your Capacity to Do New Things,</b> Clayton Christensen, Stephen Kaufman, and Willy Shih</p>
<p><b>LESSON 5</b> Assess Risks</p>	<p><b>Assess Risks:</b> Assess the risks associated with your business case proposal</p>	<p><b>Customer Input,</b> Scott Anthony</p> <p><b>Juggling Growth and Brand Identity,</b> Seth Goldman</p>	<p><b>DISCUSSION GUIDES</b></p> <p>Assessing and Mitigating Risks</p> <p>Generating Alternatives</p>	<p><b>Writing an Executive Summary That Means Business,</b> John Clayton</p>
<p><b>LESSON 6</b> Create an Implementation Plan</p>	<p><b>Create an Implementation Plan:</b> Create an implementation plan for your business case proposal</p>	<p><b>Experiment to Learn About Your Market,</b> Robyn Bolton</p> <p><b>When the Better Market Is Risky,</b> Antonio Alves</p>		<p><b>How to Save Good Ideas,</b> John Kotter</p> <p><b>The Big Lie of Strategic Planning,</b> Roger L. Martin</p>
<p><b>LESSON 7</b> Communicate Your Case</p>	<p><b>Communicate Your Case:</b> Present your business case to decision makers</p>	<p><b>Craft a Story to Sell Your Business Case,</b> Ray Sheen</p> <p><b>How to React Non-Defensively,</b> Brad Holst</p>		<p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>

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**BUSINESS PLAN DEVELOPMENT**

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

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**CAREER MANAGEMENT**

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

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**CHANGE MANAGEMENT**

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

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**COACHING**

<p><b>LESSON 1</b> Coaching Done Right</p>	<p><b>Coaching Done Right:</b> None</p>	<p><b>Introduction to Coaching</b>, Mark Sullivan</p>	<p><b>TOOLS &amp; HANDOUTS</b></p>	<p><b>FROM THE COLLECTION</b></p>
		<p><b>The Manager as Coach</b>, Lauren Mackler</p>	<p>Worksheet to Prepare for Coaching</p>	<p><b>Becoming a Better Coach: Beyond the Basics</b>, HBP book chapter</p>
<p><b>LESSON 2</b> Manage the Coaching Process</p>	<p><b>Manage the Coaching Process:</b> Prepare for and conduct effective coaching</p>	<p><b>You Can Do Anything!</b>, Tammy Erickson</p>	<p>Worksheet for Creating a Coaching Action Plan</p>	<p><b>Executive as Coach</b>, James Waldrop and Timothy Butler</p>
		<p><b>Turn Coaching into Collaboration</b>, Margaret Moore</p>	<p>Worksheet for Analyzing a Coaching Situation</p>	<p><b>The Power of Talk: Who Gets Heard and Why</b>, Deborah Tannen</p>
<p><b>LESSON 3</b> Listen and Question Effectively</p>	<p><b>Listen and Question Effectively:</b> Listen and question effectively in a coaching dialogue</p>	<p><b>While Coaching, Listen More Than You Talk</b>, Lauren Mackler</p>	<p>Positive Habits of Engaged Listeners</p>	<p><b>EDITOR'S CHOICE</b></p>
		<p><b>Push Employees to the Edge of Their Comfort Zones</b>, John Lees</p>	<p><b>DISCUSSION GUIDES</b></p>	<p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p><b>LESSON 4</b> Give Effective Feedback</p>	<p><b>Give Effective Feedback:</b> Give feedback effectively during coaching</p>	<p><b>How to Be a Good Listener</b>, Peter Bregman</p>	<p>Choose Coaching Strategies</p>	
		<p><b>Feedback is a Two-Way Street</b>, Ellen Langer</p>	<p>Recognize Coaching Opportunities</p>	
<p><b>LESSON 5</b> Create a Climate for Coaching</p>	<p><b>Create a Climate for Coaching:</b> Establish a coaching-friendly environment</p>	<p><b>The Weight of Your Words</b>, Brett Johnson</p>		
		<p><b>Coach, Don't Criticize</b>, Lauren Mackler</p>		
		<p><b>The Best Feedback Includes an Action Plan</b>, Marta Mitsumori</p>		
		<p><b>Compare Cultures to Understand Your Own</b>, Anna Tavis</p>		
		<p><b>Three Ways to Think About Cultural Differences</b>, Gene Daley</p>		

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**CRISIS MANAGEMENT**

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



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**CUSTOMER FOCUS**

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

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**DECISION MAKING**

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

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**DELEGATING**

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

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**DEVELOPING EMPLOYEES**

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

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**DIFFICULT INTERACTIONS**

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

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**DIVERSITY**

**LESSON 1**  
The Business Case for Diversity

**The Business Case for Diversity:** None

**Introduction to Diversity,** Vernā Myers  
**The Mix of Experience,** Esther Alegria

**TOOLS & HANDOUTS**  
Worksheet for Understanding Interpersonal Bias

**FROM THE COLLECTION**  
“Dear White Boss...”, Keith A. Cover, Ancella B. Livers

**LESSON 2**  
Develop Your Cultural Competence

**Develop Your Cultural Competence:** Examine and counter your biases about diverse people in your workplace

**How Diversity Fuels Group Emotional Intelligence,** Daniel Goleman  
**Value Your Employees as Individuals,** Susan David

Worksheet for Identifying Your Cultural Filters  
Worksheet for Learning About Employees' Cultural Filters

**Leadership in Your Midst: Tapping the Hidden Strengths of Minority Executives,** Sylvia Ann Hewlett, Carolyn Buck Luce, Cornel West

**LESSON 3**  
Foster Inclusivity

**Foster Inclusivity:** Foster an inclusive team environment

**Establishing Credibility Takes Persistence,** Marta Mitsumori  
**Learn, Unlearn, Relearn,** René Carayol

Worksheet for Managing Bias Toward You  
Approaches for Addressing Diversity-Related Conflict

**Making Differences Matter: A New Paradigm for Managing Diversity,** David A. Thomas, Robin J. Ely

**LESSON 4**  
Recruit and Retain a Diverse Team

**Recruit and Retain a Diverse Team:** Recruit and retain diverse employees for your team

**Recognize Your Biases,** Sharon Jordan-Evans  
**Resist the Urge to Hire People Like You,** Audrey Lee

**DISCUSSION GUIDES**  
Becoming More Inclusive  
Retaining Diverse Employees

**EDITOR'S CHOICE**  
Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.

**LESSON 5**  
Manage Diversity-Related Tension

**Manage Diversity-Related Tension:** Resolve diversity-related tension and conflict

**Compare Cultures to Understand Your Own,** Anna Tavis  
**Let Employees Work Smart,** Tammy Erickson  
**Fitting In with New Colleagues,** Lily Robles  
**Collaboration by Difference,** Cathy Davidson  
**Managing Idiosyncratic Talent,** Robert Austin  
**The Best Feedback Includes an Action Plan,** Marta Mitsumori  
**Tomorrow's Leaders,** Doug Ready  
**Invited Versus Welcomed,** Audrey Lee

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**ETHICS AT WORK**

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<p><b>LESSON 1</b> Understand Workplace Ethics</p>	<p><b>Understand Workplace Ethics:</b> None</p>	<p><b>Introduction to Ethics at Work</b></p> <p><b>Ethical Ambiguity</b>, Jeffrey L. Seglin</p> <p><b>Good Leaders Admit Mistakes</b>, Sheila Marcelo</p> <p><b>Overclaiming Credit</b>, Max Bazerman</p> <p><b>Manage Through Moral Gray Zones</b>, Michael Anteby</p> <p><b>Share What's Behind a Decision</b>, Paul Biddinger, MD</p> <p><b>Design an Organization that Makes a Difference</b>, Christian Busch</p> <p><b>Use Values in Decision Making</b>, Richard Gohnauer</p> <p><b>Own Your Mistakes</b>, Edward Ludwig</p> <p><b>Should You Lie to Save Your Company?</b>, Jeffrey L. Seglin</p> <p><b>Ethical Fading</b>, Max Bazerman</p> <p><b>A Brief History of Doing Well By Doing Good</b>, Nancy F. Koehn</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Gathering and Analyzing the Facts</p> <p>Worksheet for Considering the Consequences</p> <p>Worksheet for Testing Your Decision</p> <p>Worksheet for Resolving a Cross-Cultural Ethical Dilemma</p> <p>Making Right vs. Wrong Decisions</p> <p><b>DISCUSSION GUIDES</b></p> <p>Evaluating and Testing a Proposed Solution</p> <p>Gathering the Facts of an Ethical Dilemma</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>What's Needed Next: A Culture of Candor</b>, James O'Toole and Warren Bennis</p> <p><b>Ethical Breakdowns</b>, Max Bazerman and Ann Tenbrunsel</p> <p><b>Values in Tension: Ethics Away from Home</b>, Thomas Donaldson</p> <p><b>Ethical Conflicts at Enron: Moral Responsibility in Corporate Capitalism</b>, Sherron S. Watkins</p> <p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p><b>LESSON 2</b> Resolve Ethical Dilemmas</p>	<p><b>Resolve Ethical Dilemmas:</b> Apply a framework for resolving right-versus-right ethical dilemmas</p>			
<p><b>LESSON 3</b> Foster Integrity</p>	<p><b>Foster Integrity:</b> Build a culture of integrity at work</p>			
<p><b>LESSON 4</b> Why Good Managers Behave Badly</p>	<p><b>Why Good Managers Behave Badly:</b> None</p>			
<p><b>LESSON 5</b> Apply Ethics Across Borders</p>	<p><b>Apply Ethics Across Borders:</b> Make ethical decisions across borders</p>			

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**FEEDBACK ESSENTIALS**

<p><b>LESSON 1</b> Why People Avoid Feedback</p>	<p><b>Why People Avoid Feedback:</b> None</p>	<p><b>Introduction to Feedback Essentials,</b> Tammy Erickson</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Developing a Feedback Mindset</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Fear of Feedback,</b> Jay Jackman and Myra Strober</p>
<p><b>LESSON 2</b> Give Effective Feedback</p>	<p><b>Give Effective Feedback:</b> Give effective feedback</p>	<p><b>Real-Time Feedback,</b> Sharon Grady</p> <p><b>The Power of Feedback,</b> Larry Kaye</p>	<p>Worksheet for Preparing to Give Feedback</p> <p>Worksheet for Evaluating Your Feedback</p>	<p><b>Block That Defense: How to Make Sure Your Constructive Criticism Works,</b> Anne Field</p>
<p><b>LESSON 3</b> Customize Feedback</p>	<p><b>Customize Feedback:</b> Tailor feedback to the individual</p>	<p><b>Feedback is a Two-Way Street,</b> Ellen Langer</p> <p><b>Make Employees Responsible for Outcomes,</b> Dick Grote</p>	<p>Four Personality Styles</p>	<p><b>Getting 360-Degree Feedback Right,</b> Maury Peiperl</p>
<p><b>LESSON 4</b> Create a Supportive Environment</p>	<p><b>Create a Supportive Environment:</b> Create an environment that encourages improvement through feedback</p>	<p><b>You Can Do Anything!,</b> Tammy Erickson</p> <p><b>Listen with Empathy to Improve Performance,</b> Gopal Iyer</p>	<p><b>DISCUSSION GUIDES</b></p> <p>Prepare to Give Feedback</p> <p>Receiving Feedback</p>	<p><b>What to Ask the Person in the Mirror,</b> Robert Steven Kaplan</p>
<p><b>LESSON 5</b> Seek Feedback</p>	<p><b>Seek Feedback:</b> Seek feedback to improve your performance</p>	<p><b>How to Request a Behavior Change,</b> Sharon Grady</p> <p><b>Create Rules to Unify Your Team,</b> Greg W. Madsen</p>		<p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p></p>	<p></p>	<p><b>Leading Like A Swan,</b> Gill Rider</p> <p><b>Conduct an Informal 360,</b> Scott Edinger</p> <p><b>Listen Carefully to Your Employees' Feedback,</b> Hans Eben</p> <p><b>Stay Open When Receiving Feedback,</b> Stevenson Carlebach</p>		



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**FINANCE ESSENTIALS**

<p><b>LESSON 1</b> Understand Financial Statements</p>	<p><b>Understand Financial Statements:</b> None</p>	<p><b>Introduction to Finance Essentials</b>, Mihir A. Desai</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Breakeven Analysis Worksheet</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Valuation Concepts: Evaluating Opportunity</b>, Press Chapters</p>
<p><b>LESSON 2</b> Assess Financial Health</p>	<p><b>Assess Financial Health:</b> Use financial ratios to interpret financial statement numbers and gauge your company's financial health</p>	<p><b>Tackle Finance with Curiosity</b>, Mihir A. Desai</p> <p><b>Cash Is King—Don't Give It Away</b>, Heide Abelli</p> <p><b>How Managers Should Read Financial Statements</b>, Joe Knight</p>	<p>Annual Budgeting and Tracking Worksheet</p> <p>Key Financial Terms</p> <p>Understanding the Purpose of Different Financial Statements</p>	<p><b>Important Accounting Concepts: The Rules That Shape Financial Statements</b>, Press Chapters</p> <p><b>Do You Know Your Cost of Capital?</b>, Michael T. Jacobs, Anil Shivdasani</p>
<p><b>LESSON 3</b> Develop a Budget</p>	<p><b>Develop a Budget:</b> Create a budget that aligns with your company's strategy</p>	<p><b>Confronting a Bad Deal</b>, Blythe McGarvie</p>	<p>Finance Formulas</p>	<p><b>Corporate Budgeting is Broken—Let's Fix It</b>, Michael C. Jensen</p>
<p><b>LESSON 4</b> Perform Cost/Benefit Analysis</p>	<p><b>Perform Cost/Benefit Analysis:</b> Determine whether the benefits of a new investment outweigh the costs</p>	<p><b>Realistic Budgets</b>, Jean Cappizzi</p> <p><b>Understanding NPV</b>, Heide Abelli</p> <p><b>The (Im)precision of Finance</b>, Mihir A. Desai</p>	<p><b>DISCUSSION GUIDES</b></p> <p>Creating a Budget</p> <p>Assessing an Investment Opportunity</p>	<p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p><b>LESSON 5</b> Track Financial Performance</p>	<p><b>Track Financial Performance:</b> Track the financial performance of your operations, projects, or investments</p>	<p><b>How to Use Breakeven Analysis</b>, Heide Abelli</p> <p><b>Look Beyond Obvious Risks</b>, Mihir A. Desai</p>		
<p><b>LESSON 6</b> Build Your Team's Financial Intelligence</p>	<p><b>Build Your Team's Financial Intelligence:</b> Develop your team's financial literacy so they can understand the big picture, improve their performance, and make better decisions</p>	<p><b>Create Efficiencies</b>, Cristina Camarero</p> <p><b>Use Bad News to Your Advantage</b>, V.G. Narayanan</p> <p><b>Face Your Fear</b>, Ashutosh Tyagi</p>		

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**GLOBAL COLLABORATION**

LESSON 1	Do Business Across Borders:	Introduction to Global Collaboration, Tsedal Neeley	TOOLS & HANDOUTS	FROM THE COLLECTION
Do Business Across Borders	None	Why You Should Work Abroad, Tara Levine	Worksheet for Understanding Another Culture	<b>Cultural Intelligence</b> , P. Christopher Earley and Elaine Mosakowski
LESSON 2	<b>Boost Your Cultural Intelligence:</b> Improve your ability to respond appropriately in a different culture	<b>Compare Cultures to Understand Your Own</b> , Anna Tavis	Form for Sharing Participants' Expertise and Interests	<b>Can Absence Make a Team Grow Stronger?</b> , Ann Majchrzak, Arvind Malhotra, Jeffrey Stamps, Jessica Lipnack
Boost Your Cultural Intelligence		<b>Three Ways to Think About Cultural Differences</b> , Gene Daley	Worksheet for Negotiating Across Cultures	<b>Building an Effective Global Business Team</b> , Vijay Govindarajan and Anil K. Gupta
LESSON 3	<b>Build Trust Among Collaborators:</b> When teammates lack trust, collaboration suffers. Learn three critical strategies for cultivating trust among global team members.	<b>Bridging Two Kinds of Cultural Differences</b> , Blythe J. McGarvie	Worksheet for Aligning a Global Team	<b>Global Business Speaks English</b> , Tsedal Neeley
Build Trust Among Collaborators		<b>Forging a New Global Comfort Zone</b> , Janis Fratamico	Global Collaboration Challenges	<b>EDITOR'S CHOICE</b> Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.
LESSON 4	<b>Negotiate Across Cultures:</b> Reach agreements across cultures	<b>How to Build Trust on Your Virtual Team</b> , Keith Ferrazzi	<b>DISCUSSION GUIDES</b>	
Negotiate Across Cultures		<b>How Empathy Can Launch a Conversation</b> , Antonio Alves	Building Trust Among Global Collaborators	
LESSON 5	<b>Overcome Language Barriers:</b> Minimize language barriers between global collaborators	<b>The Value of Asking Open-Ended Questions</b> , Audrey J. Lee	Cultivate Cultural Intelligence	
Overcome Language Barriers		<b>The Benefits of Mastering Another Language</b> , Tomislav Mihaljevic		
LESSON 6	<b>Transcend Physical Distance:</b> Overcome physical distance challenges of global collaborations	<b>Language Policies</b> , Tsedal Neeley		
Transcend Physical Distance		<b>Inconvenience Everyone Equally</b> , June Delano		
LESSON 7	<b>Align a Global Team:</b> Align a global team to achieve a common goal	<b>Maintain Momentum with Focused Meetings</b> , Ray Sheen		
Align a Global Team		<b>Educate Your Teams</b> , Victor Equisoain		
		<b>Position Your International Team for Success</b> , Antonio Alves		
		<b>On the Line</b> , June Delano		

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**GOAL SETTING**

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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**HIRING**

<p><b>LESSON 1</b> Define Job Requirements</p>	<p><b>Define Job Requirements:</b> Define job requirements and the ideal fit for the position</p>	<p><b>Introduction to Hiring</b>, Claudio Fernández-Aráoz</p>	<p><b>TOOLS &amp; HANDOUTS</b> Job Description Form</p>	<p><b>FROM THE COLLECTION</b> <b>The Definitive Guide to Recruiting in Good Times and Bad</b>, Claudio Fernández-Aráoz, Boris Groysberg, Nitin Nohria</p>
<p><b>LESSON 2</b> Recruit Candidates</p>	<p><b>Recruit Candidates:</b> Recruit broadly to attract promising candidates</p>	<p><b>Hiring a Top Team</b>, Neil Gaydon</p> <p><b>Hire for Personality</b>, Robert Chavez</p>	<p>Interview Preparation Form</p> <p>Decision-Making Matrix</p>	<p><b>Hiring for Smarts</b>, Justin Menkes</p>
<p><b>LESSON 3</b> Interview Candidates</p>	<p><b>Interview Candidates:</b> Conduct effective, informative interviews</p>	<p><b>The Right Stuff</b>, Sharon Jordan-Evans</p> <p><b>When to Give Someone a Second Chance</b>, Claudio Fernández-Aráoz</p>	<p>Types of Interview Questions</p>	<p><b>What It Means to Work Here</b>, Tamara J. Erickson, Lynda Gratton</p>
<p><b>LESSON 4</b> Evaluate Candidates</p>	<p><b>Evaluate Candidates:</b> Evaluate candidates to find the best fit for a position</p>	<p><b>The Mix of Experience</b>, Esther Alegria</p>	<p><b>DISCUSSION GUIDES</b> Getting the Information You Need</p>	<p><b>EDITOR'S CHOICE</b> Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p><b>LESSON 5</b> Make the Offer</p>	<p><b>Make the Offer:</b> Make a job offer to your top candidate</p>	<p><b>Bring Discipline to Your Hiring Process</b>, Claudio Fernández-Aráoz</p> <p><b>The Right Way to Conduct a Job Interview</b>, Michael J. Mauboussin</p> <p><b>Uncovering Passion</b>, Timothy Butler</p> <p><b>The Art of Hiring for Your Firm's Future</b>, Alysia Wurst</p> <p><b>Resist the Urge to Hire People Like You</b>, Audrey Lee</p>	<p>Evaluating Job Candidates</p>	

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**INNOVATION AND CREATIVITY**

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

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**INNOVATION IMPLEMENTATION**

LESSON 1 The Implementation Challenge	The Implementation Challenge: None	Introduction to Innovation Implementation, Willy Shih	TOOLS & HANDOUTS	FROM THE COLLECTION
LESSON 2 Articulate Your Idea	<b>Articulate Your Idea:</b> Create a compelling vision statement to guide and focus an innovation initiative	<b>Cashing in on Category Creation</b> , Eddie Yoon	Worksheet for Crafting a Vision Statement	<b>My Chevrolet: Brazilian Innovation and Entrepreneurship</b> , Marcos Hashimoto
LESSON 3 Build Support	<b>Build Support:</b> Develop an informal support network and consider the interests of your stakeholders	<b>Leading Innovation in a Large Company</b> , Umalmah Mendbro	Worksheet for Considering Your Stakeholders	<b>The Case for Stealth Innovation</b> , Paddy Miller, Thomas Wedell-Wedellsborg
LESSON 4 Build Your Business Case	<b>Build Your Business Case:</b> Develop a formal proposal to persuade key decision makers to allocate resources for your innovative idea	<b>How to Test Your Innovative Idea</b> , Scott Anthony	Worksheet for Overcoming Resistance	<b>Stop the Innovation Wars</b> , Vijay Govindarajan, Chris Trimble
LESSON 5 Engage Your Stakeholders	<b>Engage Your Stakeholders:</b> Communicate effectively with the people who will help shape, approve, fund, execute, and be affected by your innovation idea	<b>Four Keys to Fast Innovation</b> , Christian Busch	Bring Your "Elevator Pitch" to Life	<b>EDITOR'S CHOICE</b>
LESSON 6 Secure the Right Team	<b>Secure the Right Team:</b> Make a compelling case for lining up the people who can best help implement your innovation	<b>Three Principles to Win Executive Approval</b> , Brad Holst	Tactics for Overcoming Resistance	Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.
LESSON 7 Address Obstacles	<b>Address Obstacles:</b> Mitigate internal resistance and sustain momentum throughout the implementation of your innovation initiative	<b>The Feedback Loop</b> , Eric Ries	<b>DISCUSSION GUIDES</b>	
		<b>Craft a Story to Sell Your Business Case</b> , Ray Sheen	Overcoming Resistance to Your Innovation	
		<b>Experiment to Learn About Your Market</b> , Robyn Bolton	Maintaining Momentum	
		<b>How To Manage Stakeholders</b> , Michele Jurgens		
		<b>Hiring a Top Team</b> , Neil Gaydon		
		<b>Run a Disciplined Innovation Experiment</b> , Vijay Govindarajan		
		<b>Launch Your Next Idea Before It's Ready</b> , Tom Hulme		
		<b>The Right Kinds of Failure</b> , Howard H. Stevenson		

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**LEADING PEOPLE**

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

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**MANAGING YOUR BOSS**

<p><b>LESSON 1</b> What Is Managing Your Boss?</p>	<p><b>What Is Managing Your Boss?:</b> None</p>	<p><b>Introduction to Managing Your Boss,</b> Linda Hill</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Monitoring Your Relationship with Your Boss</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>What Your Leader Expects of You,</b> Larry Bossidy</p>
<p><b>LESSON 2</b> Know Your Boss—and Yourself</p>	<p><b>Know Your Boss—and Yourself:</b> Develop strategies for understanding and interacting effectively with your boss</p>	<p><b>Key Conversations with Your New Boss,</b> Michael Watkins</p>	<p>Worksheet for Clarifying Team Goals</p> <p>Worksheet for Negotiating Priorities</p>	<p><b>Managing Your Boss,</b> John J. Gabarro and John P. Kotter</p>
<p><b>LESSON 3</b> Build a Partnership</p>	<p><b>Build a Partnership:</b> Build a strong partnership with your boss</p>	<p><b>Boss Management 101,</b> Lauren Mackler</p> <p><b>Is Your Boss a Listener or a Reader?,</b> Lauren Mackler</p>	<p>Worksheet for Dealing with a Bad Boss</p> <p>Strategies for Dealing with a Bad Boss</p>	<p><b>How Can I Do a Better Job of Managing Up?,</b> Marshall Goldsmith</p>
<p><b>LESSON 4</b> Communicate Effectively with Your Boss</p>	<p><b>Communicate Effectively with Your Boss:</b> Communicate effectively with your boss</p>	<p><b>Mad Dog,</b> Raymond Carvey</p> <p><b>Work With, Not For Your Boss,</b> Vineet Kapoor</p>	<p>Accommodate Your Boss's Work Style</p> <p><b>DISCUSSION GUIDES</b></p> <p>Clarifying Manager-Team Expectations</p>	<p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p><b>LESSON 5</b> Manage a Bad Boss</p>	<p><b>Manage a Bad Boss:</b> Use strategies for dealing with challenging bosses</p>	<p><b>Improve Your Relationship with Your Boss By Aligning Goals,</b> Brad Holst</p> <p><b>Expose a Problem You Cannot Solve,</b> Marta Mitsumori</p> <p><b>When to Speak Up,</b> Linda Hill</p>	<p>Fostering Manager-Team Communication</p>	
		<p><b>Ask for Clarification on an Assignment,</b> Lauren Mackler</p> <p><b>The Risk and Reward of Disagreeing with Your Boss,</b> Candace Matthews</p> <p><b>Pushing Back on an Assignment,</b> Mark Sullivan</p> <p><b>What Can I Take Off Your Plate,</b> Bryan E. Simmons</p>		



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**MARKETING ESSENTIALS**

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

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**MEETING MANAGEMENT**

<p><b>LESSON 1</b> Prepare for a Meeting</p>	<p><b>Prepare for a Meeting:</b> Complete the necessary preparation for a meeting</p>	<p><b>Introduction to Meeting Management,</b> Lauren Mackler</p>	<p><b>TOOLS &amp; HANDOUTS</b></p>	<p><b>FROM THE COLLECTION</b></p>
<p><b>LESSON 2</b> Conduct a Meeting</p>	<p><b>Conduct a Meeting:</b> Run a productive meeting</p>	<p><b>Always Prepare for Meetings,</b> Audrey J. Lee</p>	<p>Meeting Agenda Form</p>	<p><b>Make Every Meeting Matter,</b> Tom Krattenmaker</p>
<p><b>LESSON 3</b> Manage Meeting Problems</p>	<p><b>Manage Meeting Problems:</b> Use intervention techniques to address meeting obstacles</p>	<p><b>Maintain Momentum with Focused Meetings,</b> Ray Sheen</p>	<p>Meeting Preparation Checklist</p>	<p><b>Is Your Company as Dull and Unproductive as Its Meetings?,</b> Christina Bielaszka-DuVernay</p>
<p><b>LESSON 4</b> Wrap Up a Meeting</p>	<p><b>Wrap Up a Meeting:</b> End a meeting appropriately and ensure action is taken</p>	<p><b>When Technology Fails You,</b> Tsedal Neeley</p>	<p>Meeting Minutes Form</p>	<p><b>5 Tips for Better Virtual Meetings,</b> Karen Boda, Rebecca Hinkle</p>
		<p><b>Action Items,</b> Ellen Kumata</p>	<p>Common Meeting Problems &amp; Suggested Solutions</p>	<p><b>Your Meeting: Who's in Charge?,</b> Janice Obuchowski</p>
		<p><b>Find Your Voice in Meetings,</b> Lisa Judson</p>	<p><b>DISCUSSION GUIDES</b></p>	<p><b>EDITOR'S CHOICE</b></p>
		<p><b>The Meeting Climate,</b> Linda Hill</p>	<p>Preparing for a Meeting</p>	<p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
		<p><b>Inconvenience Everyone Equally,</b> June Delano</p>	<p>Tackling Your Toughest Meeting Problems</p>	
		<p><b>How to Handle an Over-Contributor During a Meeting,</b> Audrey J. Lee</p>		
		<p><b>Defuse Tension to Come to An Agreement,</b> Gregory W. Madsen</p>		
		<p><b>Encourage Candor at Work,</b> Keith Ferrazzi</p>		
		<p><b>Make Your Meetings More Productive,</b> Kate Smith Milway</p>		

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**NEGOTIATING**

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

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**PERFORMANCE APPRAISAL**

<p><b>LESSON 1</b> Why Conduct Performance Appraisals?</p>	<p><b>Why Conduct Performance Appraisals?:</b> None</p>	<p><b>Introduction to Performance Appraisal,</b> Dick Grote</p> <p><b>Cumulative Conversations,</b> June Delano</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Performance Appraisal Preparation Checklist</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Creating Sustainable Performance,</b> Gretchen Spreitzer and Christine Porath</p>
<p><b>LESSON 2</b> Prepare for a Performance Appraisal Meeting</p>	<p><b>Prepare for a Performance Appraisal Meeting:</b> Prepare for a performance appraisal meeting with a direct report</p>	<p><b>The Value of an Honest Performance Review,</b> Dick Grote</p> <p><b>Performance Reviews Shouldn't Be Surprising,</b> Enrique Dilone</p>	<p>Worksheet for Preparing Performance Appraisal Feedback</p>	<p><b>Appraisal of What Performance?,</b> Harry Levinson</p>
<p><b>LESSON 3</b> Conduct a Performance Appraisal Meeting</p>	<p><b>Conduct a Performance Appraisal Meeting:</b> Conduct a performance appraisal meeting with a direct report</p>	<p><b>Be Aware of Your Biases,</b> V.G. Narayanan</p> <p><b>Listen with Empathy to Improve Performance,</b> Gopal Iyer</p>	<p>Individual Development Plan Form</p> <p>Avoid Common Rating Errors</p> <p><b>DISCUSSION GUIDES</b></p> <p>Documenting Employee Performance</p>	<p><b>Employee Motivation: A Powerful New Model,</b> Nitin Nohria, Boris Groysberg, Linda-Eling Lee</p>
<p><b>LESSON 4</b> Monitor an Employee's Progress</p>	<p><b>Monitor an Employee's Progress:</b> Monitor an employee's progress on performance goals</p>	<p><b>Feedback Sparks Growth,</b> Robin Jarvis</p> <p><b>Contributions of Significance,</b> Doug Conant</p> <p><b>Provide Balanced Feedback on Employees' Performance,</b> Jeni Hardner</p>	<p>Tackling Performance Appraisal Challenges</p>	<p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p><b>Employee Action Plans,</b> Alan Brewer</p>		<p><b>Set Clear Goals for Employees Before Performance Appraisals,</b> Jeni Hardner</p>		
		<p><b>The Best Feedback Includes an Action Plan,</b> Marta Mitsumori</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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**PERFORMANCE MEASUREMENT**

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS & HANDOUTS	FROM THE COLLECTION
<p><b>LESSON 1</b> What Is Performance Measurement?</p>	<p><b>What Is Performance Measurement?:</b> None</p>	<p><b>Introduction to Performance Measurement,</b> Alnoor Ebrahim</p> <p><b>Convince Executives to Measure Performance,</b> Stacey Barr</p>	<p>Worksheet for Understanding Key Performance Indicators</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Balanced Scorecard Metrics That Drive Performance,</b> Robert S. Kaplan, David P. Norton</p>
<p><b>LESSON 2</b> The Foundation of Performance Measurement</p>	<p><b>The Foundation of Performance Measurement:</b> None</p>	<p><b>How Vision Can Improve Customer Service,</b> René Carayol</p> <p><b>Mission and Objectives,</b> Robert Kaplan</p>	<p>Worksheet for Determining Performance Objectives, Critical Success Factors, and Metrics</p> <p>Form for Setting Performance Targets</p>	<p><b>Note on Performance Measurement in Nonprofit Organizations,</b> David W. Young</p> <p><b>Using Indexes as Measures,</b> James Coffey</p>
<p><b>LESSON 3</b> Decide What to Measure</p>	<p><b>Decide What to Measure:</b> Define clear objectives, critical success factors, and key performance indicators</p>	<p><b>Define Success Up Front,</b> Adrian Beggan</p>	<p>Worksheet for Understanding Your Organization's Performance Measurement System</p>	<p><b>Corporate Budgeting Is Broken: Let's Fix It,</b> Michael Jensen</p> <p><b>Target Setting,</b> Robert Kaplan</p>
<p><b>LESSON 4</b> Set Targets</p>	<p><b>Set Targets:</b> Set reasonable and inspiring targets for KPIs</p>	<p><b>Five Ways to Measure Performance,</b> Stacey Barr</p> <p><b>Driven by a Purpose,</b> Srikant Datar</p> <p><b>Setting Your Goals Without Jargon,</b> Stacey Barr</p>	<p>A Balanced Performance Measurement System</p> <p>The Balanced Scorecard Framework</p> <p>Brainstorm Your Objectives</p>	<p><b>Choose the Right Measures, Drive the Right Strategy,</b> Dennis Campbell</p> <p><b>What's Missing from Your Scorecard? Eight Vital—but Often Overlooked—Metrics,</b> Mark Graham Brown</p>
<p><b>LESSON 5</b> Gather and Interpret Performance Data</p>	<p><b>Gather and Interpret Performance Data:</b> Collect, report, and analyze performance data</p>	<p><b>Simplify Customer Metrics,</b> Rob Markey</p> <p><b>The Art of Stretch Targets,</b> Srikant Datar</p>	<p><b>DISCUSSION GUIDES</b></p> <p>Deciding What to Measure</p>	<p><b>The Five Traps of Performance Measurement,</b> Andrew Likierman</p> <p><b>Analyzing Performance in Service Organizations,</b> H. David Sherman, Joe Zhu, MIT Sloan</p>
<p><b>LESSON 6</b> Avoid Pitfalls</p>	<p><b>Avoid Pitfalls:</b> Avoid common performance measurement pitfalls</p>	<p><b>Business Analytics Defined,</b> Tom Davenport</p>	<p>Avoiding Performance Measurement Pitfalls</p>	<p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p><b>LESSON 7</b> Use Measurement to Strengthen Management</p>	<p><b>Use Measurement to Strengthen Management:</b> Use performance measurement to better manage performance and align with organizational goals</p>	<p><b>Make Measurement Public to Increase Buy-In,</b> Stacey Barr</p> <p><b>Measure Employee Productivity Accurately,</b> Francesca Gino</p> <p><b>Adapt Your Strategy,</b> Imtiaz Mahtab</p> <p><b>The 20-Day Learning Tour,</b> Katie Smith Milway</p>		

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**PERSUADING OTHERS**

LESSON 1 Understand Persuasion	Understand Persuasion: None	Introduction to Persuading Others, Keith Ferrazzi  Pre-Sell Your Next Great Idea, Ellen Rogers  Three Keys to Influencing Others, Brad Holst	TOOLS & HANDOUTS  Persuasion Self-Assessment  Worksheet for Understanding Your Audience  Categories of Receptivity  Activate Persuasion Triggers	FROM THE COLLECTION  World-Class Bull, John Humphreys, Zafar U. Ahmed, Mildred Pryor, Kirk O. Hanson, Don Peppers, Martha Rogers, James Borg  Can People Trust You?, Linda Hill and Kent Lineback  Three Ways to Be More Persuasive, Judith A. Ross
LESSON 2 Build Your Credibility	<b>Build Your Credibility:</b> Build your credibility by earning trust and establishing your expertise	Three Principles to Win Executive Approval, Brad Holst  Transforming a Hostile Encounter, Antonio Alves  Improve Your Leadership Presence, Muriel Wilkins	DISCUSSION GUIDES  Winning Minds and Hearts  Overcoming Resistance to Your Idea	EDITOR'S CHOICE  Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.
LESSON 3 Understand Your Audience	<b>Understand Your Audience:</b> Assess those whom you need to persuade	Formula for Building Trusting Relationships, Gill Rider  Establish Your Credibility—But Balance It with Humility, Stevenson Carlebach  Connect With Any Audience, Nancy Duarte		
LESSON 4 Win Minds	<b>Win Minds:</b> Persuade people by appealing to reason	Make Allies to Champion Your Vision, Gabriela Perez  Understand Motivations, Jorge I. Dominguez		
LESSON 5 Win Hearts	<b>Win Hearts:</b> Connect with people by appealing to their emotions	Framing the Big Picture, Scott Anthony  Winning Your Exception to the Rule, Prisca Ndu  Energize Your Meeting with a Story, Eddie Yoon		
LESSON 6 Overcome Resistance	<b>Overcome Resistance:</b> Overcome resistance to your ideas	Build Trust with Storytelling, Liz Kever  How To Be A Good Listener, Peter Bregman  Pay Attention to Resistance Triggers, Stevenson Carlebach		
LESSON 7 Activate Persuasion Triggers	<b>Activate Persuasion Triggers:</b> Activate persuasion "triggers" to affect people's unconscious response to your ideas	How to React Non Defensively, Brad Holst  Why Kindness is Good Business, Bill Taylor  Use "Social Proof" to Change Behavior, Thomas, Wedell-Wedellsborg		

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**PRESENTATION SKILLS**

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

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**PROCESS IMPROVEMENT**

<p><b>LESSON 1</b> Understand Business Process Improvement</p>	<p><b>Understand Business Process Improvement:</b> None</p>	<p><b>Introduction to Process Improvement,</b> Zeynep Ton</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Planning a Process Improvement</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>How Process Enterprises Really Work,</b> Michael Hammer, Steven Stanton</p>
<p><b>LESSON 2</b> Plan a Process Improvement</p>	<p><b>Plan a Process Improvement:</b> Plan a business process improvement</p>	<p><b>Fixing Potholes,</b> Robert Kaplan</p> <p><b>Distinguish Good Failures from Bad Ones,</b> Amy Edmondson</p>	<p>Customer Feedback Form</p> <p>Worksheet for Process Benchmarking</p>	<p><b>The Why, What, and How of Management Innovation,</b> Gary Hamel</p>
<p><b>LESSON 3</b> Analyze the Process</p>	<p><b>Analyze the Process:</b> Analyze a business process</p>	<p><b>The Best Response to Customer Complaints,</b> Nirmalya Kumar</p> <p><b>The 5 Whys,</b> Eric Ries</p>	<p>Flowchart Symbols</p>	<p><b>Fixing Health Care from the Inside, Today,</b> Steven J. Spear</p>
<p><b>LESSON 4</b> Redesign the Process</p>	<p><b>Redesign the Process:</b> Redesign a business process</p>	<p><b>Empower Your Customer-Facing Employees,</b> Chris DeRose</p> <p><b>Five Ways to Measure Performance,</b> Stacey Barr</p>	<p><b>DISCUSSION GUIDES</b></p> <p>Prioritizing Process Improvement Efforts</p> <p>Analyzing a Problem Process</p>	<p><b>Reengineering Work: Don't Automate, Obliterate,</b> Michael Hammer</p>
<p><b>LESSON 5</b> Implement the New Process</p>	<p><b>Implement the New Process:</b> Implement a redesigned business process</p>	<p><b>Use "Social Proof" to Change Behavior,</b> Thomas Wedell-Wedellsborg</p> <p><b>Haste Makes Waste,</b> Esther Alegria</p>		<p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
<p><b>LESSON 6</b> Continually Improve the Process</p>	<p><b>Continually Improve the Process:</b> Continually measure, monitor, and adjust a business process</p>	<p><b>Simplicity,</b> Srikanth Kommu</p> <p><b>Getting a Return on Improvement,</b> Jim Lancaster</p>		



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**PROJECT MANAGEMENT**

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
<p><b>LESSON 1</b> Understand Project Management</p>	<p><b>Understand Project Management:</b> None</p>	<p><b>Introduction to Project Management,</b> Al Baidhani</p>	<p><b>TOOLS &amp; HANDOUTS</b></p> <p>Worksheet for Clarifying Project Scope</p>	<p><b>FROM THE COLLECTION</b></p> <p><b>Managing Projects in Turbulent Times,</b> Ed Barrows and Andy Neeley</p>
<p><b>LESSON 2</b> Establish Project Scope</p>	<p><b>Establish Project Scope:</b> Define project objectives and scope</p>	<p><b>How to Manage Project Teams,</b> Pamela Paton</p>	<p>Worksheet for Developing Rough Estimates</p>	<p><b>New Project? Don't Analyze—Act,</b> Leonard Schlesinger, Charles Kiefer, and Paul Brown</p>
<p><b>LESSON 3</b> Develop a Schedule and Budget</p>	<p><b>Develop a Schedule and Budget:</b> Develop a realistic project schedule and budget</p>	<p><b>Run a Disciplined Innovation Experiment,</b> Vijay Govindarajan</p>	<p>Worksheet for Creating a Project Charter</p>	<p><b>Innovation at the Speed of Information,</b> Steven Eppinger</p>
<p><b>LESSON 4</b> Assemble Your Project Team</p>	<p><b>Assemble Your Project Team:</b> Build an effective project team</p>	<p><b>Listen for Your Clients' Real Needs,</b> Anthony Rotolo</p>	<p>Worksheet for Monitoring Project Progress</p>	<p><b>Why Good Projects Fail Anyway,</b> Nadim F. Matta and Ronald N. Ashkenas</p>
<p><b>LESSON 5</b> Manage Project Risks</p>	<p><b>Manage Project Risks:</b> Assess and manage project risks</p>	<p><b>How to Manage Scope Creep,</b> Ray Sheen</p>	<p><b>DISCUSSION GUIDES</b></p> <p>Capturing Lessons from Past Projects</p>	<p><b>Learning in the Thick of It,</b> Marilyn Darling, Charles Parry, and Joseph Moore</p>
<p><b>LESSON 6</b> Monitor Project Progress and Problems</p>	<p><b>Monitor Project Progress and Problems:</b> Keep projects on track</p>	<p><b>Why You Need a Project Plan,</b> Robyn Bolton</p>	<p>Balancing a Project's Competing Demands</p>	<p><b>Why Project Networks Beat Project Teams,</b> Jonathon Cummings and Carol Pletcher</p>
<p><b>LESSON 7</b> Communicate with Stakeholders</p>	<p><b>Communicate with Stakeholders:</b> Communicate project progress and problems to stakeholders</p>	<p><b>Be Less of a Boss and More of a Coach,</b> Teri Mendelsohn</p>		<p><b>Why Every Project Needs a Brand (and How to Create One),</b> Karen A. Brown, Richard Ettenson, and Nancy Lea Hyer</p>
<p><b>LESSON 8</b> Close Out a Project</p>	<p><b>Close Out a Project:</b> Evaluate project results and lessons learned</p>	<p><b>Prioritize Risks in Project Management,</b> Ray Sheen</p>		<p><b>EDITOR'S CHOICE</b></p> <p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
		<p><b>The Equation for Change,</b> June Delano, Partner</p>		
		<p><b>Clarify Roles,</b> Kate Sweetman</p>		
		<p><b>A Roadmap to Better Project Management,</b> Bhaskar Vaidyanathan</p>		
		<p><b>Why Postmortems are Essential,</b> Ray Sheen</p>		

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**RETAINING EMPLOYEES**

<p><b>LESSON 1</b> Understanding Employee Retention</p>	<p><b>Understanding Employee Retention:</b> None</p>	<p><b>Introduction to Retaining Employees,</b> Susan David</p>	<p><b>TOOLS &amp; HANDOUTS</b></p>	<p><b>FROM THE COLLECTION</b></p>
		<p><b>Find Meaning at Work,</b> Peter Dunn,</p>	<p>Guide for Conducting a Stay Interview and Sculpting a Job</p>	<p><b>Job Sculpting: The Art of Retaining Your Best People,</b> Timothy Butler and James Waldroop</p>
		<p><b>Competition Gone Wrong,</b> Leslie John</p>		
		<p><b>Open Door Communication,</b> Robert Chavez</p>	<p>Worksheet to Improve Your Microculture</p>	<p><b>A Market-Driven Approach to Retaining Talent,</b> Peter Cappelli</p>
		<p><b>Uncovering Passion,</b> Timothy Butler</p>		
<p><b>LESSON 2</b> Hire Right</p>	<p><b>Hire Right:</b> Attract high-performing employees who are likely to stay and thrive in your organization</p>	<p><b>The Right Stuff,</b> Sharon Jordan-Evans</p>	<p>Retaining Different Generations</p>	
		<p><b>The Stay Interview,</b> Sharon Jordan-Evans</p>		
		<p><b>Express Gratitude,</b> Beverley Kaye</p>	<p>Tailor the Burnout Remedy</p>	<p><b>Why Are We Losing All Our Good People?,</b> Edward E. Lawler III, Jim Cornelius, F. Leigh Branham, Anna Pringle, Jean Martin</p>
<p><b>LESSON 3</b> Create Great Jobs</p>	<p><b>Create Great Jobs:</b> Give employees opportunities for personally meaningful work</p>	<p><b>Value Your Employees as Individuals,</b> Susan David</p>	<p><b>DISCUSSION GUIDES</b></p>	
		<p><b>Give People Credit,</b> Steve Kerr</p>	<p>Hire People Who Will Stay</p>	
		<p><b>The Power of Stories in Corporate Culture,</b> Peter Bregman</p>		
<p><b>LESSON 4</b> Create a Great Culture</p>	<p><b>Create a Great Culture:</b> Establish a group culture that encourages retention</p>	<p><b>How to Motivate and Keep Your Best Talent,</b> Claudio Fernández-Aráoz</p>	<p>Keep Your Best Employees on Board</p>	<p><b>EDITOR'S CHOICE</b></p>
		<p><b>Generation Gaps,</b> Sharon Jordan-Evans</p>		<p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
		<p><b>Let Employees Work Smart,</b> Tammy Erickson</p>		
<p><b>LESSON 5</b> Tailor Retention Strategies</p>	<p><b>Tailor Retention Strategies:</b> Tailor retention strategies to different workforce segments</p>	<p><b>Design an Organization that Makes a Difference,</b> Christian Busch</p>		
		<p><b>Know the Signs of Burnout,</b> Lauren Mackler</p>		
		<p><b>A New Way to Prevent Employee Exhaustion,</b> Jochen Menges</p>		
<p><b>LESSON 6</b> Manage At-Risk Employees</p>	<p><b>Manage At-Risk Employees:</b> Prevent burnout and minimize key employee attrition</p>			

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**STRATEGIC THINKING**

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

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**STRATEGY PLANNING AND EXECUTION**

<p><b>LESSON 1</b> Understand Strategy</p>	<p><b>Understand Strategy:</b> None</p>	<p><b>Introduction to Strategy Planning and Execution,</b> Bruce Harreld</p>	<p><b>TOOLS &amp; HANDOUTS</b></p>	<p><b>FROM THE COLLECTION</b></p>
		<p><b>Dynamic Strategy,</b> Cynthia Montgomery</p>	<p>Worksheet for Conducting a SWOT Analysis</p>	<p><b>What Is Strategy,</b> Michael Porter</p>
<p><b>LESSON 2</b> Develop a Strategic Plan</p>	<p><b>Develop a Strategic Plan:</b> Develop components of a strategic plan</p>	<p><b>How IBM's Vision Changed Strategy Execution,</b> Bruce Harreld</p>	<p>Worksheet for Ensuring Alignment</p>	<p><b>Turning Great Strategy into Great Performance,</b> Michael C. Mankins and Richard Steele</p>
		<p><b>Develop a Strategy as a Team,</b> C. Cody Phipps</p>	<p>Worksheet for Tracking Progress</p>	<p><b>Balanced Scorecard: Measures That Drive Performance,</b> Robert S. Kaplan, David P. Norton</p>
<p><b>LESSON 3</b> Create Detailed Action Plans</p>	<p><b>Create Detailed Action Plans:</b> Develop detailed action plans that support your organization's strategy</p>	<p><b>Make Strategy Discussions More Productive,</b> Roger Martin</p>	<p>Strategic Planning</p>	<p><b>The Execution Trap,</b> Robert Martin</p>
		<p><b>Simplify Your Strategy,</b> Donald Sull</p>	<p><b>DISCUSSION GUIDES</b></p>	<p><b>Manage Your Human Sigma,</b> John H. Fleming, Curt Coffman, James K. Harter</p>
<p><b>LESSON 4</b> Execute Strategic Plans</p>	<p><b>Execute Strategic Plans:</b> Manage the execution of strategic plans</p>	<p><b>Performance Objectives,</b> Bob Kaplan</p>	<p>Defining Objectives and Targets</p>	
		<p><b>Getting Strategy Execution Right,</b> Michael Jarrett</p>	<p>Implementing a Strategic Action Plan</p>	<p><b>EDITOR'S CHOICE</b></p>
<p><b>LESSON 5</b> Evaluate and Reward Performance</p>	<p><b>Evaluate and Reward Performance:</b> Evaluate and reward performance in executing action plans</p>	<p><b>Start a Turnaround with a Strategy Map,</b> Tiziana Dearing</p>		<p>Updated quarterly. See Editor's Choice Articles document in the Admin Console for full list.</p>
		<p><b>Get Buy-In for Your New Strategy,</b> Michele Jurgens</p>		
		<p><b>Mission and Objectives,</b> Robert Kaplan</p>		
		<p><b>Measure Employee Productivity Accurately,</b> Francesca Gino</p>		
		<p><b>Five Ways to Measure Performance,</b> Stacey Barr</p>		

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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**STRESS MANAGEMENT**

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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**TEAM CREATION**

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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**TEAM MANAGEMENT**

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

LESSONS	PERFORMANCE GOALS	VIDEOS	TOOLS, HANDOUTS & DISCUSSION GUIDES	ARTICLES
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**TIME MANAGEMENT**

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



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**WRITING SKILLS**

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