Introduction to Harvard ManageMentor User Guide
NB: Before you start, please make sure that you have java the HMM 10 icon on your desktop

Get Started

This area provides information about the topic, topic map, information about the mentor/subject matter expert, and provides a media-rich introduction to the topic to motivate the user to explore further.

The interactive media players allow you to listen, read, or both. The timer shows the length of the clip.
The 20 minute path provides a choice for the user who just wants the highlights of the subject due to limited time.

Learn

*Learn* has a wide variety of information for managers to develop their skills. This section of *Harvard ManageMentor 10* is the primary area where learning takes place.

Users have the option to listen, read, watch video clips, and interact with online activities.

Throughout the *Learn* section, there are *Key Ideas*. This *Key Idea* highlights the most important concepts in the topic & reinforces learning through sound & images.
Each topic in Learn also has an Activity that allows the users to apply & test their knowledge of the content in a fun, engaging, and safe environment.

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

Once a user has explored the topic & wants to test what they've learned in a safe environment, Practice provides ways to apply their new knowledge. Users have two areas to practice what they've learned, Scenario & Test Yourself.

Scenario provides a media-rich interactive activity, where users assume the role of a manager in a fictional situation. The user can explore all the choices, and learn from feedback provided with each choice. They can apply what they've learned in a neutral environment that emulates a situation they may face in real life.

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

When the learner is ready to use the skills that they've learned, Apply provides additional information to guide them through the process.

Apply provides tools, resources, and worksheets that can be used in a real work environment to support the learning and to facilitate business events.

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

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

Take what has been learned even further by reading the online articles, which are included in Explore Further.

Two articles are included with each of the topics. There are also suggestions for other books, articles, or online material, should the user wish to get more information.
Individual Topic Objectives (as noted in Get Started section of program)

**Budgeting**
- understand what budgets are and how the budgeting process works
- prepare different types of budgets
- create "what if" scenarios
- monitor and evaluate budget performance

**Business Case Development**
- clearly define the opportunity you'll want to address in your business case
- identify and analyze a range of alternatives
- recommend one option and assess its risks
- create a high-level implementation plan for your proposed alternative
- communicate your case to key stakeholders

**Business Plan Development**
- learn the kinds of information that need to be contained in a successful business plan
- present that information so that your readers get what they need and understand quickly what you're asking of them

**Career Management**
- identify your core business interests, work reward values, and skills
- identify the career opportunities within your current role or organization that will let you express those interests, achieve those rewards, and use or develop those skills
- benefit from career-development resources and processes like career counselors, mentors, networking, informational interviewing, and professional development reviews
- help others manage their careers

**Change Management**
- recognize the different types of change programs observed in organizations
- prepare your unit or group to become change-ready
- understand a systematic approach for creating and implementing change
- recognize the importance of communicating throughout all phases of a change effort
- understand and address people's reactions to change
- take care of yourself during a change program
Coaching
• recognize that coaching is an ongoing, two-way process that takes place as the need or opportunity arises
• implement a four-step process to prepare for and lead effective coaching sessions
• conduct coaching sessions using a variety of coaching techniques
• provide ongoing support and follow-through for the person being coached
• strengthen your coaching skills

Crisis Management
• avoid a crisis through planning
• prepare to manage crises you can't avoid
• recognize a crisis and contain it before it spreads even further
• resolve a crisis in the most effective way
• learn from past crises
• take care of yourself during a crisis

Customer Focus
• understand the service profit chain—and in particular the interrelationships among customer satisfaction, customer loyalty, employee capability, and company profitability
• build and refine a process for delivering extraordinary value to these key customers

Decision Making
• create a context for making successful and ethical business decisions
• identify common obstacles that stand in the way of effective decision making
• assess the underlying issues related to the decision
• generate and evaluate multiple alternatives
• make a final decision
• communicate and implement the decision

Delegating
• use different approaches to delegating
• use different methods to select the right person for the job
• support, monitor, and track the assignment

Developing Employees
• understand why employee development is critical to business success
• recognize your role in developing employees
• evaluate your employees' individual developmental needs
• motivate top employees, grow solid contributors, and act decisively on underperformers
• conduct successful career development discussions
Difficult Interactions

- decide which types of situations are worth investing time and energy to resolve
- overcome barriers to action
- identify the interpersonal differences that trigger difficult interactions
- productively discuss the emotions that difficult interactions can raise
- design solutions that satisfy your and the other party’s most important interests and concerns
- coach your direct reports to help them learn to resolve difficult interactions

Dismissing an Employee

- make key decisions before, during, and after a dismissal
- communicate effectively with employees about a dismissal
- decide whether to dismiss a problem employee
- conduct a dismissal correctly

Diversity

- understand the unique value and challenges that come with a diverse workforce
- manage diversity-related conflicts in your team
- foster an inclusive work environment
- leverage the advantages that diversity offers
- recruit and retain diverse talent
- communicate effectively with employees, partners, and customers from other cultures

Feedback Essentials

- give effective, appropriate feedback
- receive feedback and act on it
- identify strategies for resolving feedback breakdowns
- respond to critical feedback

Finance Essentials

- understand what the three basic financial statements and ratio analysis tell about a company’s financial health
- develop and track a budget
- assess an investment opportunity

Goal Setting

- use your work priorities to set effective goals
- plan for obstacles in achieving goals
- monitor implementation of your goals
- evaluate your process for achieving goals

Hiring

- recruit a diverse pool of qualified candidates
- screen résumés and prepare for an effective hiring interview
• conduct a successful interview, focusing on how to open, maintain, and close the interview
• follow up with an appropriate offer

**Innovation and Creativity**

• recognize your own cognitive preferences as well as those of your team
• assess how creativity is supported in your work environment
• design teams to increase their creative potential and channel conflict towards productive purposes
• alter attitudes, group norms, and physical surroundings in ways that improve the likelihood of innovative results

**Innovation Implementation**

• draft a vision statement for your innovative idea
• identify key stakeholders and cultivate an informal support network
• build a business case for your innovation
• effectively communicate your idea to get necessary approvals and resources
• manage resistance and keep people enthusiastic about your idea

**Laying Off Employees**

• make key decisions before, during, and after a layoff
• communicate effectively with employees about a layoff
• rebuild a dedicated, high-performing post-layoff team

**Leading and Motivating**

• distinguish between managing and leading
• recognize the skills and characteristics of leaders
• understand that leaders use different styles
• create an inspiring vision and align people to achieve it
• understand what motivates people, and how to foster an inspiring work environment
• learn techniques for energizing problem employees

**Managing Upward**

• develop strategies for understanding your manager’s goals and preferred working style
• build a better working relationship with your manager through effective communication and negotiation techniques

**Marketing Essentials**

• grasp the basic elements of a marketing strategy and plan
• create a marketing orientation in your group or firm
• understand and navigate the steps in the marketing process
• plan effective marketing programs, advertising campaigns, and sales promotions
Meeting Management

- when to call a meeting and what kind of decision-making process to use
- how to plan and prepare for a productive meeting
- how to conduct a successful meeting and follow up after it
- how to manage problem behaviors and intervene at key points during a meeting.

Negotiating

- understand the basic types of negotiation and the key concepts underlying them
- prepare for, conduct, and close a negotiation
- maintain a good negotiating relationship with the other side and maximize value for both sides
- avoid common errors and overcome common barriers to agreement

New Manager Transitions

- learn what to expect during your transition from individual contributor to new manager
- understand the crucial differences between being an individual contributor and leading a team or department
- manage the dynamics behind power and influence
- learn how to adjust your managerial style to meet your team's or department's performance needs
- build effective, well-functioning teams
- cope with the stresses and emotions of becoming a manager

Performance Appraisal

- use informal performance assessments and feedback as part of your regular interactions with your employees
- prepare for a formal performance meeting with a direct report
- document a performance meeting
- create a development plan with the employee

Performance Measurement

- understand the importance of regularly measuring your group's performance
- gain familiarity with formal performance measurement systems
- apply a disciplined process to performance measurement
- avoid common performance measurement pitfalls
- see how measuring your group's performance can help you better manage that performance

Persuading Others

- understand what persuasion is
- build your credibility
- gauge your audience's receptivity to your ideas as well as their decision-making style
- appeal to listeners' sense of logic and connect emotionally with them
- overcome resistance to your ideas
- activate persuasion "triggers," or mental shortcuts your audience may take to decide whether to support your ideas
- prompt your listeners to persuade themselves to back your proposals


**Presentation Skills**

- prepare an effective presentation customized for your audience and setting
- deliver an effective presentation that produces action
- address questions and keep people focused during your presentation

**Process Improvement**

- understand the importance and benefits of business process improvement (BPI)
- plan a BPI initiative
- analyze and redesign a current process that needs improvement
- obtain the resources needed to change a process
- implement a redesigned process
- continually improve your business processes

**Project Management**

- scope out a project and define project objectives
- develop realistic schedules and set deadlines
- create an accurate and usable budget
- monitor budgets and keep projects on track
- communicate progress and problems to stakeholders
- assess risk and develop contingency plans

**Retaining Employees**

- stay competitive in the war for talent by using creative and effective retention strategies
- manage or remove common obstacles to retention, such as burnout and work-life imbalance
- develop programs to better meet employees’ diverse needs and interests
- hire the right employees in order to improve retention

**Strategic Thinking**

- understand what strategic thinking is and why it's valuable
- recognize the personal traits, behaviors and attitudes, and cognitive capacities that strategic thinkers demonstrate
- view strategic thinking as a process
- apply seven strategic thinking skills—seeing the big picture; clarifying strategic objectives; identifying relationships, patterns, and trends; thinking creatively; analyzing information; prioritizing your actions; and making trade-offs

**Strategy Execution**

- understand what strategy is, the elements of a strategic plan, and the strategic planning process
- develop action plans for strategic initiatives that support your company's strategy
- execute your action plans
- ensure that your action plans remain focused and aligned with the corporate strategy
- evaluate and reward excellence
Stress Management

- understand the problem of excessive stress and worry in the workplace
- identify ways to manage your own stress
- develop strategies for turning worry into action
- let your body help you deal with stress
- practice good stress habits
- help others deal with excess stress and toxic worry

Team Leadership

- evaluate whether you should establish a team
- form a productive team
- launch a team effort effectively
- lead your team skillfully
- assess your team's performance

Team Management

- diagnose common problems that can impede team progress
- take corrective measures to remove team problems and improve performance
- resolve team conflicts
- promote interdependence within teams
- improve your team leadership skills

Time Management

- analyze your current time management and pinpoint opportunities for improvement
- identify which tasks are most critical to achieving your long term goals
- plan your time efficiently using scheduling tools
- control time wasters
- put your schedule into action, evaluate it along the way, and modify it as needed

Virtual Teams

- understand the benefits and challenges of virtual teams
- create a strong foundation so that success is ensured
- build a virtual community that promotes collaboration and ongoing communication
- coach a team that you can’t see
- utilize technology to keep a virtual team organized, motivated, and productive

Writing Skills

- organize your document according to your readers' needs
- employ a variety of strategies for jump-starting your writing assignments
- apply editing and design principles to heighten the impact of your message