

Hbr Guide To Coaching Your Employees

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HBR Guide to Coaching Employees (HBR Guide Series) - Harvard Business Review

2014-11-18

Help your employees help themselves. As a manager in today's business world, you can't just tell your direct reports what to do: You need to help them make their own decisions, enable

them to solve tough problems, and actively develop their skills on the job. Whether you have a star on your team who's eager to advance, an underperformer who's dragging the group down, or a steady contributor who feels bored and neglected, you need to coach them: Help shape their goals—and support their efforts to achieve

them. In the HBR Guide to Coaching Employees you'll learn how to: Create realistic but inspiring plans for growth Ask the right questions to engage your employees in the development process Give them room to grapple with problems and discover solutions Allow them to make the most of their expertise while compelling them to stretch and grow Give them feedback they'll actually apply Balance coaching with the rest of your workload Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

HBR Guide to Coaching Employees - Harvard Business Review 2015
Resource added for the Human Resources program 101161.

[How to Be a Great Coach: 24 Lessons for Turning on the Productivity of Every Employee](#) - Marshall J. Cook 2008-07-01

Today's worker is empowered and intelligent, and no longer can you expect overbearing, high-pressure management tactics to improve performance. In the modern workplace, managers are discovering that they must work in partnership with their employees, providing them with the tools they need for success by first determining exactly what those tools are. How to Be a Great Coach provides guidelines, best practices, and state-of-the-art approaches for working with, instead of against, your employees, boosting their motivation, performance, and productivity. This results-focused book examines 24 innovative and proven approaches for getting the best efforts from your employees by giving your best, and earning their respect by first learning how to: Solicit their opinions-and take them seriously Be willing to take the hit for your own mistakes Ask targeted questions and patiently await answers Communicate your willingness to hear complaints Foster independence, not

subservience Explain your expectations clearly Always advocate for your employees When your employees do well, you do well. Learn all about today's most effective coaching methods--what they are, how they work, and how you can use them to dramatically improve the performance of your employees--in the focused, hands-on leadership guide *How to Be a Great Coach. Leadership Presence (HBR Emotional Intelligence Series)* - Harvard Business Review 2018-04-17

Lead with charisma and confidence. Many leaders consider "executive presence" a make-or-break factor in high-powered promotions. But what is this elusive quality, and how do you develop it? This book explains how to build the charisma, confidence, and decisiveness that top leaders project. Whether you're delivering a critical presentation or managing a hectic meeting, you'll be inspired to approach the situation with new strength. This volume includes the work of: Deborah Tannen Amy J. C.

Cuddy Amy Jen Su This collection of articles includes "Deconstructing Executive Presence," by John Beeson; "How New Managers Can Send the Right Leadership Signals," by Amy Jen Su; "To Sound Like a Leader, Think About What You Say, and How and When You Say It," by Rebecca Shambaugh; "Connect, Then Lead," by Amy J. C. Cuddy, Matthew Kohut, and John Neffinger; "The Power of Talk: Who Gets Heard and Why," by Deborah Tannen; and "Too Much Charisma Can Make Leaders Look Less Effective," by Jasmine Vergauwe, Bart Wille, Joeri Hofmans, Robert B. Kaiser, and Filip De Fruyt. HOW TO BE HUMAN AT WORK. The HBR Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-

being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master.

[The Connector Manager](#) - Jaime Roca

2019-09-17

There are four distinct types of managers. One performs much worse than the rest, and one performs far better. Which type are you? Based on a first-of-its-kind, wide-ranging global study of over 9,000 people, analysts at the global research and advisory firm Gartner were able to classify all managers into one of four types: Teacher managers, who develop employees' skills based on their own expertise and direct their development along a similar track to their own. Cheerleader managers, who give positive feedback while taking a general hands-off approach to employee development. Always-on managers, who provide constant, frequent feedback and coaching on all aspects of the employee's performance. Connector managers, who provide feedback in their area of expertise

while connecting employees to others in the team or organization who are better suited to address specific needs. Although the four types of managers are more or less evenly distributed, the Connector manager consistently outperforms the others by a significant margin. Meanwhile, Always-on managers tend to see their employees struggle to grow within the organization. Why is that? Drawing on their groundbreaking data-driven research, as well as in-depth case studies and extensive interviews with managers and employees at companies like IBM, Accenture, and eBay, the authors show what behaviors define a Connector manager, and why they are able to build powerhouse teams. They also show why other types of managers fail to be equally effective, and how they can incorporate behaviors of Connector managers in order to be more effective at building teams.

HBR Guide to Better Business Writing (HBR Guide Series) - Bryan A. Garner 2013-01-08

DON'T LET YOUR WRITING HOLD YOU BACK.

When you're fumbling for words and pressed for time, you might be tempted to dismiss good business writing as a luxury. But it's a skill you must cultivate to succeed: You'll lose time, money, and influence if your e-mails, proposals, and other important documents fail to win people over. The HBR Guide to Better Business Writing, by writing expert Bryan A. Garner, gives you the tools you need to express your ideas clearly and persuasively so clients, colleagues, stakeholders, and partners will get behind them. This book will help you:

- Push past writer's block
- Grab—and keep—readers' attention
- Earn credibility with tough audiences
- Trim the fat from your writing
- Strike the right tone
- Brush up on grammar, punctuation, and usage

Getting Along - Amy Gallo 2022-09-13

Named one of "22 new books...that you should consider reading before the year is out" by Fortune A research-based, practical guide for how to handle difficult people at work. Work

relationships can be hard. The stress of dealing with difficult people dampens our creativity and productivity, degrades our ability to think clearly and make sound decisions, and causes us to disengage. We might lie awake at night worrying, withdraw from work, or react in ways we later regret—rolling our eyes in a meeting, snapping at colleagues, or staying silent when we should speak up. Too often we grin and bear it as if we have no choice. Or throw up our hands because one-size-fits-all solutions haven't worked. But you can only endure so much thoughtless, irrational, or malicious behavior—there's your sanity to consider, and your career. In *Getting Along*, workplace expert and Harvard Business Review podcast host Amy Gallo identifies eight familiar types of difficult coworkers—the insecure boss, the passive-aggressive peer, the know-it-all, the biased coworker, and others—and provides strategies tailored to dealing constructively with each one. She also shares principles that will help you turn

things around, no matter who you're at odds with. Taking the high road isn't easy, but Gallo offers a crucial perspective on how work relationships really matter, as well as the compassion, encouragement, and tools you need to prevail—on your terms. She answers questions such as: Why can't I stop thinking about that nasty email?! What's behind my problem colleague's behavior? How can I fix things if they won't cooperate? I've tried everything—what now? Full of relatable, sometimes cringe-worthy examples, the latest behavioral science research, and practical advice you can use right now, *Getting Along* is an indispensable guide to navigating your toughest relationships at work—and building interpersonal resilience in the process.

HBR Guide to Being a Great Boss - Harvard Business Review 2022-01-04

Are you a good boss—or a great one? Good bosses can handle the day-to-day work of running a team. Great bosses go beyond that,

finding ways to help employees become better versions of themselves as people and professionals. But as a manager, how do you reach that next level? The HBR Guide to Being a Great Boss contains practical tips and advice to help you become a more well-rounded leader, one who sparks creativity, engagement, collaboration, and growth in your team. You'll learn how to: Magnify your people's strengths Create a welcoming, inclusive culture Communicate effectively—and regularly—with your team Challenge your people to grow beyond their current limits Recognize and reward good work Establish yourself as a trustworthy leader and colleague Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

[HBR Guide to Managing Up and Across \(HBR Guide Series\)](#) - Harvard Business Review

2013-01-08

ARE YOUR WORKING RELATIONSHIPS

WORKING AGAINST YOU? To achieve your goals and get ahead, you need to rally people behind you and your ideas. But how do you do that when you lack formal authority? Or when you have a boss who gets in your way? Or when you're juggling others' needs at the expense of your own? By managing up, down, and across the organization. Your success depends on it, whether you're a young professional or an experienced leader. The HBR Guide to Managing Up and Across will help you: Advance your agenda—and your career—with smarter networking Build relationships that bring targets and deadlines within reach Persuade decision makers to champion your initiatives Collaborate more effectively with colleagues Deal with new, challenging, or incompetent bosses Navigate office politics

Coaching People - Patty McManus 2006

Most managers coach employees by giving them

feedback and evaluating their performance, right? Wrong. Coaching differs markedly from other managerial functions. With its wealth of tips, worksheets, and self-assessments, this handy guide shows managers how to use coaching--not only to strengthen direct reports' skills but also to rev up their performance to unprecedented levels.

HBR Guide to Office Politics - Karen Dillon 2014

Every organization has its share of political drama: Personalities clash. Agendas compete. Turf wars erupt. But you need to work productively with your colleagues—even the challenging ones—for the good of your organization and your career. How can you do that without compromising your integrity? By acknowledging that power dynamics and unwritten rules exist—and constructively navigating them. Whether you're a new professional or an experienced one, this guide will teach you how to: (1) Build relationships

with difficult people, (2) gain allies and increase your sphere of influence, (3) wrangle resources, (4) move up without alienating your colleagues, (5) avoid power games and petty rivalries, and (6) claim credit when it's due.

Helping People Change - Richard Boyatzis
2019-08-20

You're trying to help--but is it working? Helping others is a good thing. Often, as a leader, manager, doctor, teacher, or coach, it's central to your job. But even the most well-intentioned efforts to help others can be undermined by a simple truth: We almost always focus on trying to "fix" people, correcting problems or filling the gaps between where they are and where we think they should be. Unfortunately, this doesn't work well, if at all, to inspire sustained learning or positive change. There's a better way. In this powerful, practical book, emotional intelligence expert Richard Boyatzis and Weatherhead School of Management colleagues Melvin Smith and Ellen Van Oosten present a clear and

hopeful message. The way to help someone learn and change, they say, cannot be focused primarily on fixing problems, but instead must connect to that person's positive vision of themselves or an inspiring dream or goal they've long held. This is what great coaches do--they know that people draw energy from their visions and dreams, and that same energy sustains their efforts to change, even through difficult times. In contrast, problem-centered approaches trigger physiological responses that make a person defensive and less open to new ideas. The authors use rich and moving real-life stories, as well as decades of original research, to show how this distinctively positive mode of coaching—what they call "coaching with compassion"--opens people up to thinking creatively and helps them to learn and grow in meaningful and sustainable ways. Filled with probing questions and exercises that encourage self-reflection, *Helping People Change* will forever alter the way all of us think about and

practice what we do when we try to help.

HBR Guide to Thinking Strategically (HBR Guide Series) - Harvard Business Review 2018-12-18

Bring strategy into your daily work. It's your responsibility as a manager to ensure that your work--and the work of your team--aligns with the overarching objectives of your organization. But when you're faced with competing projects and limited time, it's difficult to keep strategy front of mind. How do you keep your eye on the long term amid a sea of short-term demands? The HBR Guide to Thinking Strategically provides practical advice and tips to help you see the big-picture perspective in every aspect of your daily work, from making decisions to setting team priorities to attacking your own to-do list. You'll learn how to: Understand your organization's strategy Align your team around key objectives Focus on the priorities that matter most Spot trends in your company and in your industry Consider future outcomes when making decisions Manage trade-offs Embrace a

leadership mindset

HBR Guide to Leading Teams (HBR Guide Series) - Mary Shapiro 2015-06-16

Great teams don't just happen. How often have you sat in team meetings complaining to yourself, "Why does it take forever for this group to make a simple decision? What are we even trying to achieve?" As a team leader, you have the power to improve things. It's up to you to get people to work well together and produce results. Written by team expert Mary Shapiro, the HBR Guide to Leading Teams will help you avoid the pitfalls you've experienced in the past by focusing on the often-neglected people side of teams. With practical exercises, guidelines for structured team conversations, and step-by-step advice, this guide will help you: Pick the right team members Set clear, smart goals Foster camaraderie and cooperation Hold people accountable Address and correct bad behavior Keep your team focused and motivated
[Alive at Work](#) - Daniel M. Cable 2019-02-12

Poll after poll has confirmed that an astonishing number of workers are disengaged from their work. Why is this happening? And how can we fix the problem? In this bold, enlightening book, social psychologist and professor Daniel M. Cable takes leaders into the minds of workers and reveals the surprising secret to restoring their zest for work. Disengagement isn't a motivational problem, it's a biological one. Humans aren't built for routine and repetition. We're designed to crave exploration, experimentation, and learning--in fact, there's a part of our brains, which scientists have coined "the seeking system," that rewards us for taking part in these activities. But the way organizations are run prevents many of us from following our innate impulses. As a result, we shut down. Things need to change. More than ever before, employee creativity and engagement are needed to win. Fortunately, it won't take an extensive overhaul of your organizational culture to get started. With small

nudges, you can personally help people reach their fullest potential. Alive at Work reveals: How to encourage people to bring their best selves to work and use their greatest strengths to help your organization flourish How to build creative environments that motivate people to share ideas, work smarter, and embrace change How to enhance people's connection to their work and your customers How to create personalized experiences that help people feel a deeper sense of purpose Filled with fascinating stories from the author's extensive research, Alive at Work is the inspirational guide that you need to tap into the passion, creativity, and purpose fizzing beneath the surface of every person who falls under your leadership.

[Unlocking High Performance](#) - Jason Lauritsen
2018-10-03

Traditional performance management processes are often ineffective in increasing workforce engagement and fostering a positive employer-employee relationship. The established method

of annually scoring employees against a list of static objectives can make employees feel undervalued and frustrated and can hinder, rather than advance, staff development. *Unlocking High Performance* shows you how to transform this process to get the best out of your workforce. It presents a new model for performance management based on the three components of planning, cultivation and accountability, and situates this process within the wider aims of promoting work as a healthy relationship between employer and employee rather than a restrictive contract to be complied with. *Unlocking High Performance* equips you with the tools needed to create clear expectations and goals, deliver feedback effectively, and to develop a culture of coaching rather than criticism. This book also provides practical guidance on how to identify and remove obstacles, effectively manage underperformance, and how to get buy-in for change. Packed with tips, tools and examples

from organizations including Vistaprint, NVIDIA and South Dakota State University, this book provides everything needed to design a performance management process which will improve employee experience, help them reach their full potential, and ultimately deliver exceptional business results.

HBR Guide to Motivating People (HBR Guide Series) - Harvard Business Review

2019-05-28

Help your people reach their potential. As a manager, it's your responsibility to ensure your team is motivated and performing at a high level. But recent data reveals abysmal engagement levels among workers around the globe. How do you fix the problem--before your most talented people walk out the door? By understanding what drains your employees, you can increase their job satisfaction and push them toward achieving their goals. The *HBR Guide to Motivating People* provides practical tips and advice to help your team find meaning in their

work, build on their strengths, and produce the best results for the organization. You'll learn how to: Pinpoint the root causes of lackluster performance Tailor rewards and recognition to individuals Connect routine work activities to a higher purpose Support your employees' growth and development Prevent burnout--especially in your top performers Create a culture of engagement Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Radical Candor - Kim Malone Scott 2017-03-28

Radical Candor is the sweet spot between managers who are obnoxiously aggressive on the one side and ruinously empathetic on the other. It is about providing guidance, which involves a mix of praise as well as criticism, delivered to produce better results and help employees develop their skills and boundaries of success.

Great bosses have a strong relationship with their employees, and Kim Scott Malone has identified three simple principles for building better relationships with your employees: make it personal, get stuff done, and understand why it matters. Radical Candor offers a guide to those bewildered or exhausted by management, written for bosses and those who manage bosses. Drawing on years of first-hand experience, and distilled clearly to give actionable lessons to the reader, Radical Candor shows how to be successful while retaining your integrity and humanity. Radical Candor is the perfect handbook for those who are looking to find meaning in their job and create an environment where people both love their work, their colleagues and are motivated to strive to ever greater success.

HBR Guide to Delivering Effective Feedback (HBR Guide Series) - Harvard Business Review 2016-04-19

Take the stress out of giving feedback. To help

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your employees meet their goals and fulfill their potential, you need to provide them with regular feedback. But the prospect of sharing potentially negative news can be overwhelming. How do you construct your message so that it's not only well received but also expressed in a way that encourages change? Whether you're commending exemplary work or addressing problem behavior, the HBR Guide to Delivering Effective Feedback provides you with practical advice and tips to transform any performance discussion—from weekly check-ins to annual reviews—into an opportunity for growth and development. You'll learn to: Establish trust with your direct reports Assess their performance fairly Emphasize improvement, even in criticism React calmly to a defensive feedback recipient Recognize and motivate star performers Create individualized development plans Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides

provide smart answers to your most pressing work challenges. *HBR Guide to Project Management (HBR Guide Series)* - Harvard Business Review 2013-01-08 MEET YOUR GOALS—ON TIME AND ON BUDGET. How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you: Build a strong, focused team Break major objectives into manageable tasks Create a schedule that keeps all the moving parts under control Monitor progress toward your goals Manage stakeholders' expectations Wrap up

your project and gauge its success

How to Be Good at Performance Appraisals -

Dick Grote 2011-07-05

Do you supervise people? If so, this book is for you. One of a manager's toughest—and most important—responsibilities is to evaluate an employee's performance, providing honest feedback and clarifying what they've done well and where they need to improve. In *How to Be Good at Performance Appraisals*, Dick Grote provides a concise, hands-on guide to succeeding at every step of the performance appraisal process—no matter what performance management system your organization uses. Through step-by-step instructions, examples, do-and-don't bullet lists, sample dialogues, and suggested scripts, he shows you how to handle every appraisal activity from setting goals and defining job responsibilities to evaluating performance quality and discussing the performance evaluation face-to-face. Based on decades of experience guiding managers

through their biggest challenges, Grote helps answer the questions he hears most often: • How do I set goals effectively? How many goals should someone set? • How do I evaluate a person's behaviors? Which counts more, behaviors or results? • How do I determine the right performance appraisal rating? How do I explain my rating to a skeptical employee? • How do I tell someone she's not meeting my expectations? How do I deliver bad news? Grote also explains how to tackle other thorny performance management tasks, including determining compensation and terminating poor performers. In accessible and useful language, *How to Be Good at Performance Appraisals* will help you handle performance appraisals confidently and successfully, no matter the size or culture of your organization. It's the one book you need to excel at this daunting yet critical task.

[What Makes a Leader? \(Harvard Business Review Classics\)](#) - Daniel Goleman 2017-06-06

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When asked to define the ideal leader, many would emphasize traits such as intelligence, toughness, determination, and vision—the qualities traditionally associated with leadership. Often left off the list are softer, more personal qualities—but they are also essential. Although a certain degree of analytical and technical skill is a minimum requirement for success, studies indicate that emotional intelligence may be the key attribute that distinguishes outstanding performers from those who are merely adequate. Psychologist and author Daniel Goleman first brought the term "emotional intelligence" to a wide audience with his 1995 book of the same name, and Goleman first applied the concept to business with a 1998 classic Harvard Business Review article. In his research at nearly 200 large, global companies, Goleman found that truly effective leaders are distinguished by a high degree of emotional intelligence. Without it, a person can have first-class training, an incisive mind, and an endless supply of good ideas, but

he or she still won't be a great leader. The chief components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skill—can sound unbusinesslike, but Goleman found direct ties between emotional intelligence and measurable business results. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come.

Getting Unstuck - Timothy Butler 2007

Everyone feels stuck every now and again, paralyzed by the gnawing feeling that something must change - whether in one's work or work environment, or in a life situation or way of living. But when is this feeling an indication of major psychological impasse? And when will this

failure to get “unstuck” threaten not only your personal life and career, but even the healthy functioning of the rest of your team or organization? What are the steps to navigate out of this kind of rut and find a meaningful way forward? In *Getting Unstuck*, psychologist Timothy Butler shares a proven model for moving from a state of career or life impasse to a new vision based on deeper knowledge of the work and life structures that will ultimately be most meaningful. Outlining a process that he has used with thousands of executives and MBA students, Butler explains how to recognize a state of psychological impasse and shows that this state is in fact the beginning of a necessary and predictable process of psychological development that is repeated many times throughout one’s life. Further, he shows how to turn impasse into a vision of meaning and purpose, first by awakening and deepening one’s imagination, then by recognizing patterns of meaning in one’s life, and finally, by taking

action to turn one’s meaningful vision into a daily reality. Supported by a wide range of stories of others who have accomplished similar life transitions, this book is written for anyone who feels stuck and is looking for practical and authoritative guidance for moving out of his or her own immediate impasse.

[Coaching and Mentoring](#) - 2004-09-01

Effective managers know that timely coaching can dramatically enhance their teams' performance. *Coaching and Mentoring* offers managers comprehensive advice on how to help employees grow professionally and achieve their goals. This volume covers the full spectrum of effective mentoring and the nuts and bolts of coaching. Managers learn how to master special mentoring challenges, improve listening skills, and provide ongoing support to their employees. The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in

business. Drawing on rich content from Harvard Business School Publishing and other sources, these concise guides are carefully crafted to provide a highly practical resource for readers with all levels of experience and are especially valuable for the new manager. To assure quality and accuracy, a specialized content adviser from a world-class business school closely reviews each volume. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your fingertips.

HBR Guide to Persuasive Presentations - Nancy Duarte 2012

Discusses how readers can make persuasive presentations that inspire action, engage the audience, and sell ideas.

Build an A-Team - Whitney Johnson 2018-05-01
Lead each person on your team up the learning curve. What's the secret to having an engaged and productive team? It's having a plan for

developing all employees--no matter where they are on their personal learning curves. Better morale and higher performance happen through learning, argues Whitney Johnson. In over twenty years of coaching, investing, and consulting, Johnson has seen that employees need continuous learning and fresh challenges to stay motivated. The best bosses know this, and they know how to make it happen by thoughtfully designing people's jobs around the skills they have today as well as the skills they'll need to be even more valuable tomorrow. That's how entire organizations stay competitive in an unpredictable, rapidly changing business environment. In this book, Johnson explains how to become one of those bosses and how to build your A-team by: Identifying what your employees already know and what they need to learn
Designing their jobs to maximize engagement and learning
Applying a seven-step process for leading each person up their learning curve
We all want opportunities to learn, experiment, and

grow in our jobs. When our bosses work with us to help us leap to new challenges, the result is a team that knows how to thrive, no matter what the future holds.

HBR's 10 Must Reads on Managing People, Vol. 2 (with bonus article "The Feedback Fallacy" by Marcus Buckingham and Ashley Goodall) -

Harvard Business Review 2020-03-24

Are you a good boss--or a great one? Get more of the management ideas you want, from the authors you trust, with HBR's 10 Must Reads on Managing People (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you master the innumerable challenges of being a manager. With insights from leading experts including Marcus Buckingham, Michael D. Watkins, and Linda Hill, this book will inspire you to: Draw out your employees' signature strengths Support a culture of honesty and civility Cultivate better communication and deeper trust among global teams Give feedback

that will help your people excel Hire, reward, and tolerate only fully formed adults Motivate your employees through small wins Foster collaboration and break down silos across your company This collection of articles includes "Are You a Good Boss--or a Great One?," by Linda A. Hill and Kent Lineback; "Let Your Workers Rebel," by Francesca Gino; "The Feedback Fallacy," by Marcus Buckingham and Ashley Goodall; "The Power of Small Wins," by Teresa M. Amabile and Steven J. Kramer; "The Price of Incivility," by Christine Porath and Christine Pearson; "What Most People Get Wrong About Men and Women," by Catherine H. Tinsley and Robin J. Ely; "How Netflix Reinvented HR," by Patty McCord; "Leading the Team You Inherit," by Michael D. Watkins; "The Overcommitted Organization," by Mark Mortensen and Heidi K. Gardner; "Global Teams That Work," by Tsedal Neeley; "Creating the Best Workplace on Earth," by Rob Goffee and Gareth Jones.

HBR Guide to Performance Management

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(HBR Guide Series) - Harvard Business Review
2017-06-20

Are your employees meeting their goals? Is their work improving over time? Understanding where your employees are succeeding—and falling short—is a pivotal part of ensuring you have the right talent to meet organizational objectives. In order to work with your people and effectively monitor their progress, you need a system in place. The HBR Guide to Performance Management provides a new multi-step, cyclical process to help you keep track of your employees' work, identify where they need to improve, and ensure they're growing with the organization. You'll learn to: Set clear employee goals that align with company objectives
Monitor progress and check in regularly
Close performance gaps
Understand when to use performance analytics
Create opportunities for growth, tailored to the individual
Overcome and avoid burnout on your team
Arm yourself with the advice you need to succeed on the job, with

the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Own the Room - Amy Jen Su 2013-04-09

Find your signature voice People are drawn to and influenced by leaders who communicate authentically, connect easily with people, and have immediate impact. So how do you become one of them? How can you learn to “own the room”? This book will help you develop your leadership presence. According to Amy Jen Su and Muriel Maignan Wilkins, leadership presence is the ability to consistently and clearly articulate your value proposition while influencing and connecting with others. They offer a simple and compelling framework, as well as practical advice about how you can develop your own personal presence. No matter where you sit in an organization, you can “own the room” if you are able to do two things well: first, demonstrate your authentic value and

distinction, and second, connect to others in a positive way. Leaders who are able to be authentic while connecting with and impacting others have what the authors call a “signature voice”—a means of self-expression that is uniquely and distinctly their own. Once you discover and express your own signature voice, you’ll be ready to take your leadership presence to the next level. Filled with real-life stories and examples, *Own the Room* demystifies the concept of presence and gives you the tools you need to identify and embrace your unique leadership voice—and have a greater impact on the world around you.

HBR Guide to Buying a Small Business -

Richard S. Ruback 2017-01-17

Are you looking for an alternative to a career path at a big firm? Does founding your own start-up seem too risky? There is a radical third path open to you: You can buy a small business and run it as CEO. Purchasing a small company offers significant financial rewards—as well as

personal and professional fulfillment. Leading a firm means you can be your own boss, put your executive skills to work, fashion a company environment that meets your own needs, and profit directly from your success. But finding the right business to buy and closing the deal isn't always easy. In the *HBR Guide to Buying a Small Business*, Harvard Business School professors Richard Ruback and Royce Yudkoff help you: Determine if this path is right for you Raise capital for your acquisition Find and evaluate the right prospects Avoid the pitfalls that could derail your search Understand why a "dull" business might be the best investment Negotiate a potential deal with the seller Avoid deals that fall through at the last minute

[The No Asshole Rule](#) - Robert I. Sutton
2007-02-22

The definitive guide to working with -- and surviving -- bullies, creeps, jerks, tyrants, tormentors, despots, backstabbers, egomaniacs, and all the other assholes who do their best to

destroy you at work. "What an asshole!" How many times have you said that about someone at work? You're not alone! In this groundbreaking book, Stanford University professor Robert I. Sutton builds on his acclaimed Harvard Business Review article to show you the best ways to deal with assholes...and why they can be so destructive to your company. Practical, compassionate, and in places downright funny, this guide offers: Strategies on how to pinpoint and eliminate negative influences for good Illuminating case histories from major organizations A self-diagnostic test and a program to identify and keep your own "inner jerk" from coming out The No Asshole Rule is a New York Times, Wall Street Journal, USA Today and Business Week bestseller.

The Leader You Want to Be - Amy Jen Su
2019-10-22

You can be the leader you want to be--today and every day. Do you find yourself wishing you had more hours in the day? Do you want to do more,

yet feel you just can't add another thing to your plate without being overwhelmed by stress or compromising your health, relationships, and integrity? No doubt, as a leader, there are some days when you feel the flow. You're able to make a difference and achieve big goals. You feel confident and energized. On days like this, you are your best self--the leader you want to be. But on other days, you go down a different, negative path, with pressures and doubts making you feel like a lesser version of yourself. How can you be the leader you want to be, every day? The answer is more than a time-management system or a silver-bullet solution for changing your routines. Leadership expert and coach Amy Jen Su's powerful new book helps readers discover that the answer lies within. By focusing in specific ways on five key leadership elements-- Purpose, Process, People, Presence, and Peace-- you can increase your time, capacity, energy, and ultimately your impact, with less stress and more equanimity. Drawing on rich and

instructive stories of clients, leaders, artists, and athletes, as well as on research by experts, the author brings together the best of both Western management thinking and Eastern philosophy to provide a holistic yet hands-on approach. The Leader You Want to Be is your indispensable guide to tapping into and expanding your leadership capacity so that you can be your best, sustain yourself, and thrive as a leader.

The Harvard Business Review Manager's Handbook - Harvard Business Review
2016-12-13

The one primer you need to develop your managerial and leadership skills. Whether you're a new manager or looking to have more influence in your current management role, the challenges you face come in all shapes and sizes—a direct report's anxious questions, your boss's last-minute assignment of an important presentation, or a blank business case staring you in the face. To reach your full potential in these situations, you need to master a new set of

business and personal skills. Packed with step-by-step advice and wisdom from Harvard Business Review's management archive, the HBR Manager's Handbook provides best practices on topics from understanding key financial statements and the fundamentals of strategy to emotional intelligence and building your employees' trust. The book's brief sections allow you to home in quickly on the solutions you need right away—or take a deeper dive if you need more context. Keep this comprehensive guide with you throughout your career and be a more impactful leader in your organization. In the HBR Manager's Handbook you'll find: - Step-by-step guidance through common managerial tasks - Short sections and chapters that you can turn to quickly as a need arises - Self-assessments throughout - Exercises and templates to help you practice and apply the concepts in the book - Concise explanations of the latest research and thinking on important management skills from Harvard Business

Review experts such as Dan Goleman, Clayton Christensen, John Kotter, and Michael Porter - Real-life stories from working managers - Recaps and action items at the end of each chapter that allow you to reinforce or review the ideas quickly The skills covered in the book include: - Transitioning into a leadership role - Building trust and credibility - Developing emotional intelligence - Becoming a person of influence - Developing yourself as a leader - Giving effective feedback - Leading teams - Fostering creativity - Mastering the basics of strategy - Learning to use financial tools - Developing a business case

HBR Guides to Performance Management Collection (4 Books) (HBR Guide Series) -

Harvard Business Review 2017-11-14

If you manage a team, you need to be able to measure and manage their performance. From establishing a performance review cycle and building toward your year-end assessment, to providing individual feedback and coaching and

establishing group cohesion and accountability, this collection teaches you the skills you need to inspire your team to greater success. This specially priced four-volume set includes books from the HBR Guide series on the topics of Performance Management, Coaching Employees, Delivering Effective Feedback, and Leading Teams. You'll learn how to: Set--and adapt--employee and team goals Assess performance fairly Coach your employees through tough situations React calmly if someone gets defensive when you deliver feedback Create plans for individual development Rethink how you use performance ratings Avoid burnout on your team Foster group camaraderie and cooperation Hold your team accountable Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Service Profit Chain - W. Earl Sasser 1997-04-10

In this pathbreaking book, world-renowned Harvard Business School service firm experts James L. Heskett, W. Earl Sasser, Jr. and Leonard A. Schlesinger reveal that leading companies stay on top by managing the service profit chain. Why are a select few service firms better at what they do -- year in and year out -- than their competitors? For most senior managers, the profusion of anecdotal "service excellence" books fails to address this key question. Based on five years of painstaking research, the authors show how managers at American Express, Southwest Airlines, Banc One, Waste Management, USAA, MBNA, Intuit, British Airways, Taco Bell, Fairfield Inns, Ritz-Carlton Hotel, and the Merry Maids subsidiary of ServiceMaster employ a quantifiable set of relationships that directly links profit and growth to not only customer loyalty and satisfaction, but to employee loyalty, satisfaction, and productivity. The strongest

relationships the authors discovered are those between (1) profit and customer loyalty; (2) employee loyalty and customer loyalty; and (3) employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is, satisfied customers contribute to employee satisfaction and vice versa. Here, finally, is the foundation for a powerful strategic service vision, a model on which any manager can build more focused operations and marketing capabilities. For example, the authors demonstrate how, in Banc One's operating divisions, a direct relationship between customer loyalty measured by the "depth" of a relationship, the number of banking services a customer utilizes, and profitability led the bank to encourage existing customers to further extend the bank services they use. Taco Bell has found that their stores in the top quadrant of customer satisfaction ratings outperform their other stores on all measures. At American Express Travel Services, offices that

ticket quickly and accurately are more profitable than those which don't. With hundreds of examples like these, the authors show how to manage the customer-employee "satisfaction mirror" and the customer value equation to achieve a "customer's eye view" of goods and services. They describe how companies in any service industry can (1) measure service profit chain relationships across operating units; (2) communicate the resulting self-appraisal; (3) develop a "balanced scorecard" of performance; (4) develop a recognitions and rewards system tied to established measures; (5) communicate results company-wide; (6) develop an internal "best practice" information exchange; and (7) improve overall service profit chain performance. What difference can service profit chain management make? A lot. Between 1986 and 1995, the common stock prices of the companies studied by the authors increased 147%, nearly twice as fast as the price of the stocks of their closest competitors. The proven

success and high-yielding results from these high-achieving companies will make The Service Profit Chain required reading for senior, division, and business unit managers in all service companies, as well as for students of service management.

You at Work: Hiring and Keeping the Right People - Harvard Business Review 2016-12-09
Hiring new employees is high stakes—and keeping them once they're on board is equally important. Every hiring manager needs straightforward, practical advice on conducting effective interviews, checking references, bringing new hires on board, and then helping them succeed. The You at Work: Hiring and Keeping the Right People article collection provides best practices and tips on evaluating job candidates, ensuring that new hires get the right start, and navigating sticky conversations around raises and employee poaching. What's included: (1) a specially curated collection of eight articles from HBR.org on a range of topics,

from interviewing candidates to orienting new hires to responding appropriately when an employee has another job offer; and (2) three tools to help you ask the right interview questions, motivate employees through coaching, and give constructive feedback.

HBR Guide to Coaching Employees (HBR Guide Series) - Harvard Business Review Press
2014-12-09

[HBR Guide to Dealing with Conflict \(HBR Guide Series\)](#) - Amy Gallo 2017-03-14

While some of us enjoy a lively debate with colleagues and others prefer to suppress our feelings over disagreements, we all struggle with conflict at work. Every day we navigate an office full of competing interests, clashing personalities, limited time and resources, and fragile egos. Sure, we share the same overarching goals as our colleagues, but we don't always agree on how to achieve them. We work differently. We rub each other the wrong

way. We jockey for position. How can you deal with conflict at work in a way that is both professional and productive—where it improves both your work and your relationships? You start by understanding whether you generally seek or avoid conflict, identifying the most frequent reasons for disagreement, and knowing what approaches work for what scenarios. Then, if you decide to address a particular conflict, you use that information to plan and conduct a productive conversation. The HBR Guide to Dealing with Conflict will give you the advice you need to: Understand the most common sources of conflict Explore your options for addressing a disagreement Recognize whether you—and your counterpart—typically seek or avoid conflict Prepare for and engage in a difficult conversation Manage your and your counterpart's emotions Develop a resolution together Know when to walk away Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed

with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

[HBR Guide to Getting the Right Work Done](#)
(HBR Guide Series) - Harvard Business Review
2012-09-18

IS YOUR WORKLOAD SLOWING YOU—AND YOUR CAREER—DOWN? Your inbox is overflowing. You're paralyzed because you have too much to do but don't know where to start. Your to-do list never seems to get any shorter. You leave work exhausted but have little to show for it. It's time to learn how to get the right work done. In the HBR Guide to Getting the Right Work Done, you'll discover how to focus your time and energy where they will yield the greatest reward. Not only will you end each day knowing you made progress—your improved productivity will also set you apart from the pack. Whether you're a new professional or an experienced one, this guide will help you: Prioritize and stay focused Work less but

accomplish more Stop bad habits and develop good ones Break overwhelming projects into manageable pieces Conquer e-mail overload Write to-do lists that really work

Harvard Business Review Guides Ultimate Boxed Set (16 Books) - Harvard Business Review 2019-02-26

The perfect gift for aspiring leaders: 16 volumes of HBR Guide. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics, negotiating, business writing, and coaching. This set includes Persuasive Presentations, Better Business Writing, Finance Basics, Data Analytics, Building Your Business Case, Making Every Meeting Matter, Project Management, Emotional Intelligence, Getting the Right Work Done, Negotiating, Leading Teams, Coaching Employees, Performance Management, Delivering Effective Feedback, Dealing with Conflict, and Managing Up and Across. Arm

yourself with the advice you need to succeed on the job, from the most trusted brand in business. Packed with how-to essentials from leading

experts, the HBR Guides provide smart answers to your most pressing work challenges Also available as an ebook set.