

Harvard Management 10

Topic Objectives

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

- Manage diversity to extract maximum value from your employees' differences
- Recruit diverse talent
- Resolve diversity-related conflicts
- Communicate with employees 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