



20 Compelling Online Cases

Designed for blended learning, each topic includes a comprehensive facilitation guide to streamline implementation. Based on best practices from renowned experts, participants quickly acquire key leadership concepts in a dynamic learning environment.

Communication

Difficult Interactions

Strained relationships are never good. At work they can lead to a decrease in productivity and poor decisions. Understand how interpersonal relations sometimes “go wrong” in the workplace. Determine why our interactions with others become strained and how to be proactive about improving them. Learn how better understanding others’ points of view and motivations can enhance your interactions.

EXPERT: Holly Weeks is an independent consultant and author of several *Harvard Business Review* articles. In addition, Ms. Weeks teaches management communication, negotiation, and conflict resolution courses at the Radcliffe Institute of Harvard University in Cambridge.

Influencing Others

More and more, today’s managers must enlist the support of others over whom they have no formal authority. Securing the cooperation and support you need from the people around you requires building a solid network of strong partnerships along with healthy give-and-take. Discover how to gain the support of others to implement a great idea or complete a crucial project.

EXPERT: Harry Mills is the author of 22 books on influence, negotiation, and sales, including the best-selling titles: *Artful Persuasion: How to Command Attention, Change Minds, and Influence People* and *Negotiate: The Art of Winning*.

Decision Making

Building a Business Case

Financial justification of projects and initiatives is a growing business requirement. Understand the importance of quantifying both the “hard” and “soft” costs of a project. Learn how to use a business case as a leadership tool to communicate the value of a proposed idea and to align stakeholders in support of your proposal.

EXPERT: William Sahlman is the Dimitri V. d’Arbeloff Class of 1955 Professor of Business Administration at Harvard Business School. Professor Sahlman’s research focuses on the investment and financing decisions made in entrepreneurial ventures.

Defining Problems

Organizations often spend too much time creating solutions for the wrong problems—or for problems that don’t even exist. Defining the problem clearly is the first, most critical step on the path to efficient solutions. Discover how setting clear objectives and exploring new points of view can help better define problems which will result in better solutions.

EXPERTS: John Hammond is a former professor at Harvard Business School and currently an internationally known decision-making consultant. Along with Ralph L. Keeney and Howard Raiffa, he wrote *Smart Choices: A Practical Guide to Making Better Decisions*.

Decision Making, continued

Ethical Decisions

Uncover the challenges leaders face when making complex ethical decisions. Determining the best professional and ethical solution often requires tact, an open mind set, and willingness to compromise from all parties. Explore how a leader decides between two choices when competing values are at play, as well as what tools are available to guide their thinking when making ethical decisions.

EXPERT: Joseph Badaracco is the John Shad Professor of Business Ethics at the Harvard Business School, as well as the Chair of the M.B.A. Elective Curriculum. He is the author of two books: *Defining Moments: When Managers Must Choose Between Right and Right* and *Leading Quietly: An Unorthodox Guide to Doing the Right Thing*.

Selecting Solutions

Most problems have multiple possible solutions. Determining which option is best is not always easy. It is important to have clear objectives from which to evaluate the alternatives. Soliciting feedback without drowning in often conflicting suggestions raises another challenge. Learn a structured approach for evaluating and prioritizing alternatives to arrive at the best solution.

EXPERT: Dr. June Paradise Maul is President of Advantage Value, a consulting and education company. Previously, Dr. Maul was Chief Learning Officer at Qwest, held senior management positions at AT&T, and taught executive development programs at the graduate level.

Leading Others

Developing a Global Perspective

Engaging in business activities outside your home market presents a host of challenges. Understand how cultural issues can impact business relationships and a manager's ability to be effective. Realize the personal transformation required to work on a global scale. Gain an appreciation for the capabilities needed to work effectively in a global context and recognize potential roadblocks to success.

EXPERT: Morgan McCall is a Professor of Management and Organization in the Marshall School of Business at the University of Southern California. He is the author of seven books, including *Developing Global Executives: The Lessons of International Experience* (with George Hollenbeck), and *Advances in Global Leadership, Volume II* (with William Mobley).

Emotional Intelligence

The ability to understand and manage one's own emotions in the workplace, while responding appropriately to others' emotions, are essential management skills. Recognize how your emotions can impact the morale and effectiveness of your team. Learn how to listen to feedback and understand how it relates to your personal style that is projected towards others. Understand how to vary your management style to maintain a positive environment and respond to employee emotions.

EXPERTS: Annie McKee is Co-Chair of the Teleos Leadership Institute and teaches in the Graduate School of Education at the University of Pennsylvania, and at the Wharton School's Aresty Institute of Executive Education. She co-authored *Primal Leadership: Realizing the Power of Emotional Intelligence* with Daniel Goleman and Richard Boyatzis

Rick Aberman is a founding partner of the Lennick Aberman Group and has been consulting with corporations and business executives for almost 20 years on the development of emotional intelligence and effective leadership.

Overseeing Change

Change—even positive change—can be difficult to carry out without disrupting the work environment. Understand how to win support for a change effort by engaging all stakeholders and building employees' trust. Learn to pace change to promote stability, and to choose approaches that are appropriate for your organization.

EXPERT: Eric Abrahamson is a Professor at Columbia Business School and is internationally recognized for his research on managing change, organizations, and employees.

First-class, reality-based content developed from research on management scenarios and insights by world-renowned leadership experts.

Developing People

The Coach's Role

Combining the dual roles of evaluating performance while coaching is a difficult management task. Building trust is essential to bridging the two roles successfully. In addition, managers with the best intentions often unknowingly contribute to the coaching problems they are attempting to address. Take coaching to a higher level by gaining a greater understanding of how to best approach, prepare for, and carry out coaching an employee.

EXPERT: Linda A. Hill is a Professor and chair of the Leadership Initiative at Harvard Business School. She is also the author of the best-selling book, *Becoming a Manager*.

Delegating for Growth

Handing over control and letting go is a tough task for a manager—especially when the outcome of a task or project is at stake. In reality, delegation—properly carried out—is a manager's savior. Learn how to evaluate an individual's skills in order to assign appropriate assignments and provide the right amount of support to ensure successful completion.

EXPERT: Linda A. Hill is a Professor and chair of the Leadership Initiative at Harvard Business School. She is also the author of the best-selling book, *Becoming a Manager*.

Managing Performance

Carrying out performance reviews is only one part of managing performance. Discover how to make the performance appraisal process one simple step in ongoing performance management. Setting proper expectations, aligning individual and business unit goals, and providing ongoing feedback can help you and your staff reach greater success.

EXPERT: Susan Alvey is Director of Organizational Learning and Development for Harvard Business School Publishing. Ms. Alvey is a specialist in the areas of organizational change, organizational communication, and leadership development.

Providing Feedback

Providing effective feedback—whether informally or formally—is a critical management skill. Delivering timely responses and hearing all sides of an issue can make the interaction more effective. Explore how to focus on specifics and use proper feedback techniques to keep teams on target and increase productivity.

EXPERT: Jeff Polzer is an Associate Professor of Organizational Behavior at Harvard Business School. His courses on organizational behavior and leading teams have helped M.B.A. students and executives explore factors that improve team performance.

Retaining Talent

The ability to hold on to talented employees gives companies a vital competitive edge. But employee retention is a more complex challenge than many managers realize. Discover that a sense of ownership around an individual's role and potential growth can drive greater retention than salary alone. Learn strategies to focus your retention efforts appropriately and build employee loyalty.

EXPERT: Helen Handfield Jones manages her own consulting company based in Toronto and previously spent twelve years as a consultant with McKinsey & Company. She is the co-author of the book *The War for Talent*.

CASE IN POINT™



Innovation

Fostering Innovation

Innovation is a result of the creative process, which requires stimulation to grow and develop. Learn how to create environments which support and facilitate creativity, and thus drive innovation. Understand the common mistakes leaders make that inhibit their employees' ability to innovate successfully. Identify action steps that can enhance your employees' capacity to innovate.

EXPERT: Teresa Amabile is the Edsel Bryant Ford Professor of Business Administration, Head of the Entrepreneurial Management Unit, and Faculty Chair of the Arthur Rock Center for Entrepreneurship at Harvard Business School.

Managing Creativity

Fresh perspectives and intellectual diversity are essential to creating breakthrough solutions, but can also disrupt the creative process. Learn how to establish ground rules and clear goals for your creative team. Understand how to use creative conflict to your advantage and encourage experimentation within defined constraints to achieve truly innovative solutions.

EXPERT: Dorothy Leonard is the William J. Abernathy Professor of Business Administration at the Harvard Business School. She is the author of three books on innovation: *Wellsprings of Knowledge: Building and Sustaining the Sources of Innovation*; *When Sparks Fly: Igniting Group Creativity*; and *Deep Smarts* (both with Walter Swap).

Strategy

Aligning Strategy

It's one thing for a company to articulate a compelling new strategy, and quite another to ensure that everyone throughout the company contributes to putting that strategy into action. Discover how managers can align their objectives with organizational goals and strategic initiatives. Understand the importance of identifying and removing potential obstacles to strategy implementation.

EXPERT: John Wells is a Professor of Management Practice in the Strategy Unit at Harvard Business School and is the James M. Collins Fund Senior Lecturer in Strategy.

Anticipating Risk

Many business situations involve some level of risk. Learn to identify and manage predictable risks—those that can and should be anticipated. Understand how to increase awareness of risk, prioritize specific risks, and mobilize resources to respond appropriately. Identify multiple approaches to improving your organization's ability to assess and manage predictable risks.

EXPERT: Michael Watkins is the author of several books, including *Breakthrough Business Negotiation: A Toolbox for Managers*, *The First 90 Days*, and *Predictable Surprises*, coauthored with Max H. Bazerman. Mr. Watkins is the founder of Genesis Advisers, a leadership strategy consultancy and was formerly an Associate Professor of Business Administration at Harvard Business School.

Cultivating Customer Loyalty

Loyal customers are important to a company's ongoing success. Discover how managers can promote values, communication, processes, and rewards to strengthen customer loyalty while improving the bottom line. Learn how to develop and manage strategic relationships that build loyalty. Understand the potential impact of trying to be all things to all customers.

EXPERT: Fred Reichheld is Director Emeritus of Bain & Company and a Bain Fellow. His research projects have quantified relationships between loyalty, profits, and growth. Mr. Reichheld is the author of two books, including *The Loyalty Effect*, coauthored with Thomas Teal, and *Loyalty Rules!*

Removing Implementation Barriers

Even the best strategy will fail if your employees cannot or will not implement it. Explore common barriers to strategy implementation and how to remove them. Discover how to uncover potential obstacles through honest communication, and how to encourage employees to share their insights and potential solutions.

EXPERT: Michael Beer is the Cahners-Rabb Professor of Business Administration Emeritus at Harvard Business School and chairman of the Center for Organizational Fitness in Boston. He is the author of several books including *The Critical Path to Corporate Renewal*, coauthored with Russell Eisenstat and Bert Spector.

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