



The Essential Leader™

Leaders Are Made, Not Born—Start Preparing for Your Organization’s Future Today

There is no substitute for experience when it comes to building leadership skills. *The Essential Leader* is a family of interactive leadership development program that enables mid- to senior-level managers to “learn by doing” as they build and apply core leadership skills in practice.

Transitions

Climbing the career ladder may be the riskiest move your managers will make—and potentially the most expensive to your organization. Help ensure their transitions are successful ones by investing in tools that will support new promotions. Using Transitions programs from *The Essential Leader*, your managers will master the responsibilities of a new leadership role quickly and effectively, while reducing turnover and saving training.

New! Stepping Up to Management

A step-by-step guide to meeting the management challenge.

Your rookie managers now have a vehicle to *learn* their job, *while* executing their daily duties. Through interactive scenarios and worksheets, they understand what they need to do, and how to accomplish tasks like networking, developing direct reports, and working through others. The program covers the essential management concepts without overwhelming the learner.

Program Sections:

- Understanding Your New Role
- Working Through Others
- Managing & Developing People
- Organizing Resources, Time & Meetings
- Cultivating Your Team
- Supporting Your Boss & Organization
- Networking with Colleagues
- Evolving as a Manager

Leadership Transitions

An online course specifically designed to help your leaders navigate a unique and precarious point in their careers.

Including a wide array of assessment and planning tools designed in collaboration with Michael Watkins, one of today’s foremost experts in leadership transitions, this program will help your managers master their new roles faster and with greater success—saving your company valuable time and boosting productivity gains across the board.

Program Sections:

- Diagnosing Your Situation
- Assessing Your Vulnerabilities
- Accelerating Your Learning
- Prioritizing to Succeed
- Working With Your New Boss
- Building Your Team
- Creating Partnerships
- Achieving Alignment

Harvard Business School Publishing eLearning Offerings

- Case in Point™
- The Essential Leader™
- Harvard ManageMentor®

New programs are introduced throughout the year. Please consult our website for the latest titles.

Developing as a Leader

This pivotal series of self-directed, online programs is designed to turn managers into leaders. With an eye on your future leadership needs, you will see immediate impact from a management-wide implementation of this smart, effective curriculum in your organization.

Case scenarios included in each program yield tangible results by effectively strengthening managers' communication, decision-making, and motivational skills through role-play. Targeted interactive tools deepen a manager's understanding and enable immediate application of the concepts on the job—the number-one-rated method of effective management training as determined by top instructional designers and highly preferred by managers themselves.

Decision Making

Managers will learn systematic frameworks designed to improve their decision-making ability. This program introduces techniques developed by leading experts such as simplifying complex decisions, applying intuition, avoiding “thinking traps,” and reducing biases.

Influencing and Motivating Others

Through this program, managers will get better results from direct reports (influencing performance), greater cooperation from peers (lateral leadership), and stronger support from senior management (persuasion).

New! Leading Teams with Emotional Intelligence

There is a secret shared by leaders of exceptionally productive teams—beyond selecting the right people, beyond having processes in place. That secret is emotional intelligence. This program will improve business results and productivity by helping managers leverage the emotional intelligence of their teams.

Managing Change

According to leadership experts, seventy percent of all change initiatives fail. Why? Because managers lose focus and become muddled in a confusion of change methods. This program examines how to balance, pace, and roll out change initiatives successfully. Managers will practice analyzing the organizational dynamics of change, choosing the right strategies, and leading change initiatives for bottom-line results.

Managing Difficult Conversations

Managers learn to identify and adjust the thought patterns that we all typically fall into when approaching a difficult conversation. By learning to question negative assumptions, managers will begin to uncover the real data and reasoning underlying disagreements, and thus start to build conclusions collaboratively.

Negotiating for Results

Managers prepare for and conduct effective negotiations, avoid common traps, and go beyond finding common ground to seek opportunities for value creation for both parties. These skills will provide your organization with the winning edge it needs to compete.

Productive Business Dialogue

Modern organizations do their work primarily through conversations and relationships. The quality of our interactions, therefore, has a direct impact on business results. This program helps managers improve the effectiveness of their communication through the use of practical business dialogue. By making conversations less abstract and more grounded in meaningful facts, managers can guide interactions towards positive, productive, and actionable outcomes.

What Is a Leader?

You need leaders at all levels of your organization. But even your best managers may not understand the very different requirements of the leadership role. This program is essential study for anyone charged with setting the direction of—and providing the motivation for—their group or organization. Give your managers the insight they need to lead your company into the future.

Developing as a Leader from Harvard Business School Publishing eLearning is all you need to streamline essential skill development in your mid-level managers and positively impact the direction of your organization.

Management Fundamentals

The following individually available programs stand alone as robust solutions to common business challenges the average corporation around the world faces every day. Don't settle for "average"—make the difference with these key skills.

Coaching for Results

An online interactive program that helps managers master the five core skills required for effective coaching, including observation and problem diagnosis, active listening, and gaining buy-in. Developed in collaboration with Linda Hill, a Harvard Business School expert in management development and coaching, this program guides managers through a three-step process to coaching situations that facilitates measurably higher employee performance.

Great coaching brings employee performance to new heights. *Coaching for Results* gives your managers the skills they need to keep your company at the top of its game.

Program Sections:

- Observing, Questioning
- Listening, Giving Feedback
- Gaining Agreement
- The Coaching Process

Managing Direct Reports

This program helps managers increase the contribution they make to your organization's performance by maximizing the potential of each individual they oversee. Getting this critical responsibility right means the difference between empowered, motivated employees who contribute to the bottom line—and detached, disillusioned individuals who drag down performance and stifle opportunities.

Developed in collaboration with Linda Hill, a Harvard Business School expert in management development and coaching, *Managing Direct Reports* enables managers to understand the expectations of their direct reports, communicate with them more effectively, and provide the support and guidance they need to excel.

Program Sections:

- Managing Expectations
- Delegating Effectively
- Setting Goals
- Creating a Supportive Environment
- Setting the Context for Performance Appraisals
- Managing Performance Appraisals

Managing Virtual Teams

This program walks managers through the unique dynamics of working virtually, and helps them master the skills they'll need to recruit and manage virtual teams effectively. Based on the research and experience of well-known experts in the field of virtual work, *Managing Virtual Teams* outlines the delicate factors that lead to an efficient and effective long-distance leader.

Program Sections:

- Shared Vision and Process
- Great People
- Effective Communication
- Appropriate Technology

Managing Across Difference

Diversity is an inevitable and increasingly prevalent fact of business life, whether it involves working with colleagues from another country, managing differences between young and mature workers, or serving new customer segments. If your managers can embrace and leverage these differences, they can win your organization a sizeable advantage over competitors. *Managing Across Difference* will help managers successfully meet a wide range of diversity challenges and transform them into strategic opportunities.

Service Success

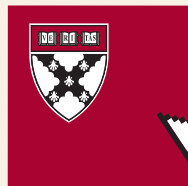
Service with a smile is no longer good enough for today's customers. To provide real value, service must extend beyond front line interactions to become a core aspect of overall business management. Couple *Service Success* with other custom-selected service management content by Harvard Business School Publishing for the most powerful impact in your organization.

This program builds service capabilities across the organization, and strategically leverages those capabilities to improve customer loyalty and fuel profits and growth. Developed in collaboration with Harvard Business School experts in service management, *Service Success* shows managers how to use the critical elements of the "Service Profit Chain."

TURN TRIAL BY FIRE INTO TRIAL BY WARM EMBERS.

You can't eliminate the challenges that new managers face. But you can certainly minimize them. Introducing **Stepping Up to Management**, an online program specifically designed to help newly promoted managers gain immediate success. Stepping Up to Management allows managers to learn their jobs while performing their jobs, with content that's integrated into their day-to-day workflow. It also gives organizations the ability to groom future leaders every step of the way.

Visit www.eLearning.hbsp.org to find out more.



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