

Harvard Business Essentials Decision Making

HBR's 10 Must Reads on Strategy (including featured article "What Is Strategy?" by Michael E. Porter) Harvard Business Review, Michael E. Porter, W. Chan Kim, Renée A. Mauborgne. 2011-02-08 Is your company spending too much time on strategy development—with too little to show for it? If you read nothing else on strategy, read these 10 articles (featuring “What Is Strategy?” by Michael E. Porter). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you catalyze your organization's strategy development and execution. HBR's 10 Must Reads on Strategy will inspire you to: Distinguish your company from rivals Clarify what your company will and won't do Craft a vision for an uncertain future Create blue oceans of uncontested market space Use the Balanced Scorecard to measure your strategy Capture your strategy in a memorable phrase Make priorities explicit Allocate resources early Clarify decision rights for faster decision making This collection of best-selling articles includes: featured article What Is Strategy? by Michael E. Porter, The Five Competitive Forces That Shape Strategy, Building Your Company's Vision, Reinventing Your Business Model, Blue Ocean Strategy, The Secrets to Successful Strategy Execution, Using the Balanced Scorecard as a Strategic Management System, Transforming Corner-Office Strategy into Frontline Action, Turning Great Strategy into Great Performance, and Who Has the D? How Clear Decision Roles Enhance Organizational Performance.

What Makes an Effective Executive (Harvard Business Review Classics) Peter F. Drucker. 2017-01-03 In his sixty-five-year consulting career, Peter F. Drucker, widely regarded as the father of modern management, identified eight practices that can make any executive effective. Leadership is not about charisma or extroversion. It's about these practices: Effective executives ask, “What needs to be done?” They also ask, “What is right for the enterprise?” They develop action plans. They take responsibility for decisions. They take responsibility for communicating. They focus on opportunities rather than problems. They run productive meetings. And they think and say “we” rather than “I.” Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces 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.

Harvard Business Essentials: Guide To Negotiation Harvard Business Essentials. 2003-07 Negotiation—whether hammering out a great job offer, settling a dispute with a client, drafting a contract, or making trade-offs between business units—is both a necessary and challenging aspect of business life. In the business world, confident negotiators are always in high demand. Bringing a difficult negotiation to a successful conclusion can be one of the most exhilarating—and valuable—aspects of business today. Packed with practical advice and handy tools, Negotiation will help any manager sharpen skills and yield a sizable payoff. Contents include: Preparing the necessary information before a negotiation Managing multiparty negotiations Assessing the position of the opposing side Determining your sources of power and authority in a negotiation Recognizing the barriers to agreement and how to overcome them Plus, readers can access free interactive tools on the Harvard Business Essentials companion web site. Series Adviser: Michael Watkins Associate Professor Michael Watkins does research on negotiation and leadership. He is the coauthor of *Right From the Start: Taking Charge in a New Leadership Role* (HBS Press, 1999) and the author of *Taking Charge in Your New Leadership Role: A Workbook* (HBS Publishing, 2001), both of which examine how new leaders coming into senior management positions should spend their first six months on the job. Harvard Business Essentials The Reliable Source for Busy Managers 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. To assure quality and accuracy, each volume is closely reviewed by a specialized content adviser from a world class business school. Whether you are a new manager interested in expanding your skills or an experienced executive looking for a personal resource, these solution-oriented books offer reliable answers at your fingertips.

Harvard Business Essentials Harvard Business Review Harvard Business Review. 2003 Effective communication is a vital skill for everyone in business today. Great communicators have a distinct advantage in building influence and jumpstarting their careers. This practical guide offers readers a clear and comprehensive overview on how to communicate effectively for every business situation, from sensitive feedback to employees to persuasive communications for customers. It offers advice for improving writing skills, oral presentations, and one-on-one dealings with others. Contents include: Understanding the optimal medium to present information Learning the best timing to deliver a message Delivering an effective presentation Drafting proposals Writing effective e-mails Improving self-editing skills Plus, readers can access free interactive tools on the Harvard Business Essentials companion web site. Series Adviser: Mary Munter Professor Mary Munter has taught management communication for over twenty-five years, for seven years at the Stanford Graduate School of Business and since 1983 at the Tuck School of Business at Dartmouth. Professor Munter is considered one of the leaders in the management communication field. Among her publications is *Guide to Managerial Communication*—recently published in its sixth edition and named one of the five best business books by the Wall Street Journal. She has also published many other articles and books and consulted with over ninety corporate and not-for-profit clients. Harvard Business Essentials The Reliable Source for Busy Managers 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. To assure quality and accuracy, each volume is closely reviewed by a specialized content adviser from a world class business school. Whether you are a new manager interested in expanding your skills or an experienced executive looking for a personal resource, these solution-oriented books offer reliable answers at your fingertips.

The Truth About Making Smart Decisions Robert E. Gunther. 2008-04-04 This is the eBook version of the printed book. If the print book includes a CD-ROM, this content is not included within the eBook version. We tend to be somewhat risk averse as a species. We are systematic and logical, which sometimes makes us overcautious. Sure, look a decision squarely in the face. Consider it from every angle, but also focus on the intangibles that might be harder to place into a systematic equation of risks and returns. After you've done a careful analysis, step back. Maybe the crazy decision is the right one. Don't underestimate the power of deciding boldly. These essential truths help you to learn the brave way to make complex and critical decisions.

HBR Guide to Critical Thinking Harvard Business Review. 2023-01-31 Tackle complex situations with critical thinking. You're facing a problem at work. There are many ways you can approach the situation, but each comes with its own pros and cons. How do you sort through all the information so that you know you're taking the right path? The answer is in how you think. The HBR Guide to Critical Thinking will help you navigate your most challenging issues, from difficult problems to tough decisions to complex scenarios. By carefully observing the situation, gathering information, inviting other perspectives, and analyzing what's in front of you, you can move forward with confidence while building this crucial leadership skill. You'll learn how to: Question your assumptions Keep an open mind to opposing viewpoints Sidestep cognitive biases Use data—when appropriate Grow comfortable with ambiguity Find innovative and creative solutions 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 Being More Productive (HBR Guide Series) Harvard Business Review. 2017-06-27 Every day begins with the same challenge: too many tasks on your to-do list and not enough time to accomplish

them. Perhaps you tell yourself to just buckle down and get it all done—skip lunch, work a longer day. Maybe you throw your hands up, recognize you can't do it all, and just begin fighting the biggest fire or greasing the squeakiest wheel. And yet you know how good it feels on those days when you're working at peak productivity, taking care of difficult and meaty projects while also knocking off the smaller tasks that have been hanging over your head forever. Those are the times when your day didn't run you—you ran your day. To have more of those days more often, you need to discover what works for you given your strengths, your preferences, and the things you must accomplish. Whether you're an assistant or the CEO, whether you've been in the workforce for 40 years or are just starting out, this guide will help you be more productive. You'll discover different ways to: Motivate yourself to work when you really don't want to Take on less, but get more done Preserve time for your most important work Improve your focus Make the most of small pockets of time between meetings Set boundaries with colleagues—without alienating them Take time off without tearing your hair out 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.

Managing Oneself Peter Ferdinand Drucker.2008-01-07 We live in an age of unprecedented opportunity: with ambition, drive, and talent, you can rise to the top of your chosen profession regardless of where you started out. But with opportunity comes responsibility. Companies today aren't managing their knowledge workers careers. Instead, you must be your own chief executive officer. That means it's up to you to carve out your place in the world and know when to change course. And it's up to you to keep yourself engaged and productive during a career that may span some 50 years. In *Managing Oneself*, Peter Drucker explains how to do it. The keys: Cultivate a deep understanding of yourself by identifying your most valuable strengths and most dangerous weaknesses; Articulate how you learn and work with others and what your most deeply held values are; and Describe the type of work environment where you can make the greatest contribution. Only when you operate with a combination of your strengths and self-knowledge can you achieve true and lasting excellence. *Managing Oneself* identifies the probing questions you need to ask to gain the insights essential for taking charge of your career. Peter Drucker was a writer, teacher, and consultant. His 34 books have been published in more than 70 languages. He founded the Peter F. Drucker Foundation for Nonprofit Management, and counseled 13 governments, public services institutions, and major corporations.

HBR's 10 Must Reads on Design Thinking (with featured article "Design Thinking" By Tim Brown) Harvard Business Review,Tim Brown,Clayton M. Christensen,Indra Nooyi,Vijay Govindarajan.2020-04-28 Use design thinking for competitive advantage. If you read nothing else on design thinking, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you use design thinking to produce breakthrough innovations and transform your organization. This book will inspire you to: Identify customers' jobs to be done and build products people love Fail small, learn quickly, and win big Provide the support design-thinking teams need to flourish Foster a culture of experimentation Sharpen your own skills as a design thinker Counteract the biases that perpetuate the status quo and thwart innovation Adopt best practices from design-driven powerhouses This collection of articles includes *Design Thinking*, by Tim Brown; *Why Design Thinking Works*, by Jeanne M. Liedtka; *The Right Way to Lead* *Design Thinking*, by Christian Bason and Robert D. Austin; *Design for Action*, by Tim Brown and Roger L. Martin; *The Innovation Catalysts*, by Roger L. Martin; "Know Your Customers' 'Jobs to Be Done,'" by Clayton M. Christensen, Taddy Hall, Karen Dillon, and David S. Duncan; *Engineering Reverse Innovations*, by Amos Winter and Vijay Govindarajan; *Strategies for Learning from Failure*, by Amy C. Edmondson; *How Indra Nooyi Turned Design Thinking into Strategy*, by Indra Nooyi and Adi Ignatius, and *Reclaim Your Creative Confidence*, by Tom Kelley and David Kelley. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

HBR's 10 Must Reads for New Managers (with bonus article "How Managers Become Leaders" by Michael D. Watkins) (HBR's 10 Must Reads) Harvard Business Review,Linda A. Hill,Herminia Ibarra,Robert B. Cialdini,Daniel Goleman.2017-02-07 Develop the mindset and presence to successfully manage others for the first time. If you read nothing else on becoming a new manager, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you transition from being an outstanding individual contributor to becoming a great manager of others. This book will inspire you to: Develop your emotional intelligence Influence your colleagues through the science of persuasion Assess your team and enhance its performance Network effectively to achieve business goals and for personal advancement Navigate relationships with employees, bosses, and peers Get support from above View the big picture in your decision making Balance your team's work and personal life in a high-intensity workplace This collection of articles includes "Becoming the Boss," by Linda A. Hill; "Leading the Team You Inherit," by Michael D. Watkins; "Saving Your Rookie Managers from Themselves," by Carol A. Walker; "Managing the High-Intensity Workplace," by Erin Reid and Lakshmi Ramarajan; "Harnessing the Science of Persuasion," Robert B. Cialdini; "What Makes a Leader?" by Daniel Goleman; "The Authenticity Paradox," by Herminia Ibarra; "Managing Your Boss," by John J. Gabarro and John P. Kotter; "How Leaders Create and Use Networks," by Herminia Ibarra and Mark Lee Hunter; "Management Time: Who's Got the Monkey?" by William Oncken, Jr., and Donald L. Wass; and BONUS ARTICLE: "How Managers Become Leaders," by Michael D. Watkins.

HBR Guide to Making Decisions Harvard Business Review.2020-02-04 Learn how to make better, faster decisions. As a manager you have to make decisions--from daily choices about team priorities to deciding which long-term innovation projects to pursue. But most decisions don't have a clear-cut answer, and assessing the alternatives and the risks involved can be overwhelming. You need a smarter approach to making the best choice possible. The HBR Guide to Making Decisions provides practical tips and advice to help you identify the problem, evaluate your alternatives, select the right path forward, and follow through successfully. You'll learn to: Look at the problem from different angles Overcome cognitive biases that can skew your choices Use data to inform your thinking Work through uncertainty and analysis paralysis Communicate your choice and spur your team into action Respond to and fix a bad decision

Harvard Business Essentials, Decision Making .2006-01-01 The New Manager's Guide and Mentor The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. 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. Decision making is a critical part of management, and bad choices can damage careers and the bottom line. This book offers the tools and advice managers need to avoid common biases and arrive at and implement decisions that are both sound and ethical.

Creating Teams With an Edge .2004-03-31 Teams can be a driving force for organizational performance--and managers can play a key role in teams' ultimate success or failure. Highlighting the latest research on team development and dynamics--and including hands-on tools for improving communication, resolving conflicts, promoting interdependence, and more--this guide helps managers at all levels to motivate teams to achieve higher performance.

HBR's 10 Must Reads on Negotiation (with bonus article "15 Rules for Negotiating a Job Offer" by Deepak Malhotra) Harvard Business Review,Daniel Kahneman,Deepak Malhotra,Erin Meyer,Max H. Bazerman.2019-04-30 Learn to be a better negotiator--and achieve the outcomes you want. If you read nothing else on how to negotiate successfully, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you avoid common mistakes, find hidden opportunities, and win the best deals possible. This book will inspire you to: Control the negotiation before you enter the room Persuade others to do what you want--for their own reasons Manage emotions on both sides of the table Understand the rules of negotiating across cultures Set the stage for a healthy relationship long after the ink has dried Identify what you can live with and when to walk away This collection of articles includes: *Six Habits of Merely Effective Negotiators* by James K. Sebenius; *Control the Negotiation Before It*

Begins by Deepak Malhotra; *Emotion and the Art of Negotiation* by Alison Wood Brooks; *Breakthrough Bargaining* by Deborah M. Kolb and Judith Williams; *15 Rules for Negotiating a Job Offer* by Deepak Malhotra; *Getting to Si, Ja, Oui, Hai, and Da* by Erin Meyer; *Negotiating Without a Net: A Conversation with the NYPD's Dominick J. Misino* by Diane L. Coutu; *Deal Making 2.0: A Guide to Complex Negotiations* by David A. Lax and James K. Sebenius; *How to Make the Other Side Play Fair* by Max H. Bazerman and Daniel Kahneman; *Getting Past Yes: Negotiating as if Implementation Mattered* by Danny Ertel; *When to Walk Away from a Deal* by Geoffrey Cullinan, Jean-Marc Le Roux, and Rolf-Magnus Weddigen.

Developing a Business Case Harvard Business Review.2010-12-02 How do you decide on the best course of action for your company to take advantage of new opportunities? By building a business case. This book provides a framework for building a business case. You'll learn how to: 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

HBR Guide to Making Better Decisions Harvard Business Review.2020-02-11 Learn how to make better; faster decisions. You make decisions every day--from prioritizing your to-do list to choosing which long-term innovation projects to pursue. But most decisions don't have a clear-cut answer, and assessing the alternatives and the risks involved can be overwhelming. You need a smarter approach to making the best choice possible. The HBR Guide to Making Better Decisions provides practical tips and advice to help you generate more-creative ideas, evaluate your alternatives fairly, and make the final call with confidence. You'll learn how to: Overcome the cognitive biases that can skew your thinking Look at problems in new ways Manage the trade-offs between options Balance data with your own judgment React appropriately when you've made a bad choice Communicate your decision--and overcome any resistance 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 Being a Great Boss Harvard Business Review.2022-01-18 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's 10 Must Reads on Making Smart Decisions (with featured article "Before You Make That Big Decision..." by Daniel Kahneman, Dan Lovallo, and Olivier Sibony) Harvard Business Review, Daniel Kahneman, Ram Charan.2013-03-05 Learn why bad decisions happen to good managers—and how to make better ones. If you read nothing else on decision making, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you and your organization make better choices and avoid common traps. Leading experts such as Ram Charan, Michael Mankins, and Thomas Davenport provide the insights and advice you need to: Make bold decisions that challenge the status quo Support your decisions with diverse data Evaluate risks and benefits with equal rigor Check for faulty cause-and-effect reasoning Test your decisions with experiments Foster and address constructive criticism Defeat indecisiveness with clear accountability

The Harvard Business Review Entrepreneur's Handbook Harvard Business Review.2018-01-23 The one primer you need to develop your entrepreneurial skills. Whether you're imagining your new business to be the next big thing in Silicon Valley, a pivotal B2B provider, or an anchor in your local community, the HBR Entrepreneur's Handbook is your essential resource for getting your company off the ground. Starting an independent new business is rife with both opportunity and risk. And as an entrepreneur, you're the one in charge: your actions can make or break your business. You need to know the tried-and-true fundamentals--from writing a business plan to getting your first loan. You also need to know the latest thinking on how to create an irresistible pitch deck, mitigate risk through experimentation, and develop unique opportunities through business model innovation. The HBR Entrepreneur's Handbook addresses these challenges and more with practical advice and wisdom from Harvard Business Review's archive. Keep this comprehensive guide with you throughout your startup's life--and increase your business's odds for success. In the HBR Entrepreneur's Handbook you'll find: Step-by-step guidance through the entrepreneurial process Concise explanations of the latest research and thinking on entrepreneurship from Harvard Business Review contributors such as Marc Andreessen and Reid Hoffman Time-honed best practices Stories of real companies, from Airbnb to eBay You'll learn: Which skills and characteristics make for the best entrepreneurs How to gauge potential opportunities The basics of business models and competitive strategy How to test your assumptions--before you build a whole business How to select the right legal structure for your company How to navigate funding options, from venture capital and angel investors to accelerators and crowdfunding How to develop sales and marketing programs for your venture What entrepreneurial leaders must do to build culture and set direction as the business keeps growing HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, real-life stories, and concise explanations of research published in Harvard Business Review, each comprehensive volume helps you to stand out from the pack--whatever your role.

Harvard Business Essentials .2006

Harvard Business Review on Making Smart Decisions Harvard Business Review.2011 Why do bad decisions happen to good managers? If you need the best practices and ideas for smart decision making--but don't have time to find them--this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: - Make bold decisions that challenge the status quo - Support your decisions with diverse data - Avoid choices that justify past bad decisions - Evaluate risks and benefits with equal rigor - Check for faulty cause-and-effect reasoning - Test your decisions with experiments - Foster and address constructive criticism - Defeat indecisiveness with clear accountability - Root out unconscious prejudices

Harvard Business Review on Decision Making .2001

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's 10 Must Reads Collection (12 Books) Harvard Business Review, Peter F. Drucker, Clayton M. Christensen, Daniel Goleman, Michael E. Porter. 2014-12-16 This essential, comprehensive digital collection delivers the entire 12 books of the HBR's 10 Must Reads series with over 120 Harvard Business Review articles. With this essential collection from Harvard Business Review, you'll have the best management ideas and advice all in one place. Now offered as a comprehensive digital compilation, this set includes the entire library of Harvard Business Review articles (more than 120 of them) found in the HBR 10 Must Reads book series. From leadership and strategy to innovation and marketing, no other collection offers the top thinking from global experts on today's most essential management topics. The collection includes must-have articles on the following topics: Leadership, Managing Yourself, Strategy, Managing People, Change Management, Communication, Innovation, Making Smart Decisions, Teams, Collaboration, and Strategic Marketing. In addition, you'll get articles from the foundational HBR's 10 Must Reads: The Essentials, which offers seminal pieces chosen by the editorial team at Harvard Business Review. Each book is packed with enduring advice from the best minds in business such as: Michael Porter, Clayton Christensen, Peter Drucker, John Kotter, Daniel Goleman, Jim Collins, Ted Levitt, Gary Hamel, W. Chan Kim, Renée Mauborgne and much more. The HBR's 10 Must Reads Collection includes: HBR's 10 Must Reads: The Essentials This book brings together the best thinking from management's most influential experts. Once you've read these definitive articles, you can delve into each core topic the series explores: managing yourself, managing people, leadership, strategy, and change management. HBR's 10 Must Reads on Managing Yourself The path to your professional success starts with a critical look in the mirror. Here's how to stay engaged throughout your 50-year work life, tap into your deepest values, solicit candid feedback, replenish your physical and mental energy, and rebound from tough times. This book includes the bonus article "How Will You Measure Your Life?" by Clayton M. Christensen. HBR's 10 Must Reads on Managing People Managing your employees is fraught with challenges, even if you're a seasoned pro. Boost their performance by tailoring your management styles to their temperaments, motivating with responsibility rather than money, and fostering trust through solicited input. This book includes the bonus article "Leadership That Gets Results," by Daniel Goleman. HBR's 10 Must Reads on Leadership Are you an extraordinary leader—or just a good manager? Learn how to motivate others to excel, build your team's confidence, set direction, encourage smart risk-taking, credit others for your success, and draw strength from adversity. This book includes the bonus article "What Makes an Effective Executive," by Peter F. Drucker. HBR's 10 Must Reads on Strategy Is your company spending too much time on strategy development, with too little to show for it? Discover what it takes to distinguish your company from rivals, clarify what it will (and won't) do, create blue oceans of uncontested market space, and make your priorities explicit so employees can realize your vision. This book includes the bonus article "What Is Strategy?" by Michael E. Porter. HBR's 10 Must Reads on Change Management Most companies' change initiatives fail—but yours can beat the odds. Learn how to overcome addiction to the status quo, establish a sense of urgency, mobilize commitment and resources, silence naysayers, minimize the pain of change, and motivate change even when business is good. This book includes the bonus article "Leading Change," by John P. Kotter. HBR's 10 Must Reads on Innovation To innovate profitably, you need more than just creativity. Learn how to decide which ideas are worth pursuing, innovate through the front lines, tailor your efforts to meet customer's needs, and avoid classic pitfalls. This book includes the bonus article "The Discipline of Innovation" by Peter F. Drucker. HBR's 10 Must Reads on Communication The best leaders know how to communicate clearly and persuasively. From connecting with the audience and establishing credibility to inspiring others to carry out your vision, get the skills you need to express your ideas with clarity and impact—no matter what the situation. This book includes the bonus article "The Necessary Art of Persuasion" by Jay A. Conger. HBR's 10 Must Reads on Collaboration Join forces with others inside and outside your organization to solve your toughest problems. Learn how to forge strong relationships, build a collaborative culture, and manage conflict wisely. This book includes the bonus article "Social Intelligence and the Biology of Leadership" by Daniel Goleman and Richard Boyatzis. HBR's 10 Must Reads on Strategic Marketing Reinvent your marketing by putting it—and your customers—at the center of your business. Leading experts provide the insights and advice you need to figure out what business you're really in, uncover your brand's strengths and weaknesses, and end the war between sales and marketing. This book includes the bonus article "Marketing Myopia" by Theodore Levitt. HBR's 10 Must Reads on Making Smart Decisions Discover why bad decisions happen to good managers—and how to make better ones. Get the skills you need to make bold decisions that challenge the status quo, support your decisions with data, and foster and address constructive criticism. This book includes the bonus article "Before You Make that Big Decision ..." by Daniel Kahneman, Dan Lovallo, and Olivier Sibony. HBR's 10 Must Reads on Teams Most teams underperform. Yours can beat the odds. Learn how to boost team performance through mutual accountability, motivate large, diverse groups to tackle complex projects, and increase your teams' emotional intelligence. This book includes the bonus article "The Discipline of Teams" by John R. Katzenbach and Douglas K. Smith. About the HBR's 10 Must Reads Series: HBR's 10 Must Reads series is the definitive collection of ideas and best practices for aspiring and experienced leaders alike. These books offer essential reading selected from the pages of Harvard Business Review on topics critical to the success of every manager. Each book is packed with advice and inspiration from the best minds in business.

Harvard Business Essentials .2002 Hiring an all-star workforce and keeping it in place is a challenge for any organization. Packed with hands-on tips and tools, *Hiring and Keeping the Best People* offers managers comprehensive advice for hiring more effectively and increasing retention. Book jacket.

The Essentials of Power, Influence, and Persuasion Society for Human Resource Management (U.S.).2006 Power, influence, and persuasion are key ingredients for success in the human resources field--and they can be learned. This book offers advice and tools for effectively commanding attention, changing minds, and influencing decision makers, from CEOs to front-line managers. Today's HR professionals work side by side with senior executives to devise a strategy for their organizations and to marshal the talent and resources to implement it. That means going beyond the traditional HR domain and mastering the fundamentals of all aspects of business and management. The Business Literacy for HR Professionals series, developed in partnership with the Society for Human Resource Management, covers essential areas such as negotiation, decision making, change management, finance, and more. These highly practical books help HR professionals achieve their goal to be true strategic partners who bring additional bottom-line value to their organizations.-- Publisher's website.

HBR's 10 Must Reads on Reinventing HR (with bonus article "People Before Strategy" by Ram Charan, Dominic Barton, and Dennis Carey) Harvard Business Review, Marcus Buckingham, Reid Hoffman, Ram Charan, Peter Cappelli. 2019-05-21 How HR can lead. If you read nothing else on reinventing human resources, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones on how HR leaders can partner with the C-suite, drive change throughout the organization, and develop the workforce of the future. This book will inspire you to: Overhaul performance management practices to jump-start motivation and engagement Use agile processes to transform how you hire, develop, and manage people Establish diversity programs that increase innovation and competitiveness as well as inclusion Use people analytics to bring unprecedented insight to hiring and talent management Prepare your company for the double waves of artificial intelligence and an older workforce Close the gap between HR and strategy This collection of articles includes: People Before Strategy: A New Role for the CHRO, by Ram Charan, Dominic Barton, and Dennis Carey; How Netflix Reinvented HR, by Patty McCord; HR Goes Agile, by Peter Cappelli and Anna Tavis; Reinventing Performance Management, by Marcus Buckingham and Ashley Goodall; Better People Analytics, by Paul Leonardi and Noshir Contractor; 21st-Century Talent Spotting, by Claudio Fernandez-Araoz; Tours of Duty: The New Employer-Employee Contract, by Reid Hoffman, Ben Casnocha, and Chris Yeh; Creating the Best Workplace on Earth, by Rob Goffee and Gareth Jones; Why Diversity Programs Fail, by Frank Dobbins and Alexandra Kalev; When No One Retires, by Paul Irving; and Collaborative Intelligence: Humans and AI Are Joining Forces, by H. James Wilson and Paul R. Daugherty.

Decision Making Harvard Business Review.1963

HBR Guides to Building Your Strategic Skills Collection (3 Books) Harvard Business Review.2020-08-04 If you aren't working with a strategy, you're wasting your time. Strategy isn't just a set of plans handed down from the C-suite. To grow as a leader, you need to understand your company's strategy and align your thinking, projects, and team with organizational goals and vision. Master these abilities with the HBR Guides to Building Your Strategic Skills Collection. This three-book set, which includes the HBR Guide to Thinking Strategically, the HBR Guide to Managing Strategic Initiatives, and the HBR Guide to Setting Your Strategy, will help you change the way you think about your work, manage your most important priorities, and craft a strategy for long-term growth. You'll learn how to: Understand what strategy is--and what it isn't Define a clear strategy, whether you're in a start-up or in an established business Manage a portfolio of strategic projects Embed strategic thinking into your daily tasks and decision making Align your team around key objectives Let go of work that doesn't add value Communicate strategy throughout your organization 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.

Decision Making .1989

The Effective Executive Peter Drucker.2018-03-09 The measure of the executive, Peter Drucker reminds us, is the ability to 'get the right things done'. Usually this involves doing what other people have overlooked, as well as avoiding what is unproductive. He identifies five talents as essential to effectiveness, and these can be learned; in fact, they must be learned just as scales must be mastered by every piano student regardless of his natural gifts. Intelligence, imagination and knowledge may all be wasted in an executive job without the acquired habits of mind that convert these into results. One of the talents is the management of time. Another is choosing what to contribute to the particular organization. A third is knowing where and how to apply your strength to best effect. Fourth is setting up the right priorities. And all of them must be knitted together by effective decision-making. How these can be developed forms the main body of the book. The author ranges widely through the annals of business and government to demonstrate the distinctive skill of the executive. He turns familiar experience upside down to see it in new perspective. The book is full of surprises, with its fresh insights into old and seemingly trite situations.

HBR Guide to Setting Your Strategy Harvard Business Review.2020-08-11 Set your company up for long-term success. Every company needs a strategy. A focused strategy aligns decision making throughout the organization and helps establish a competitive edge in the marketplace. But with so many options to consider, how do you define a unique strategy that will ensure growth? Whether you're starting a business from scratch or leading an existing company facing new threats, this book offers the direction you need. The HBR Guide to Setting Your Strategy provides practical tips and advice that break down the process of crafting strategy so you can identify the areas your company should build on to help it thrive long into the future. You'll learn to: Understand what strategy is—and what it isn't Define where you'll play and how you'll win Conduct more-effective strategic discussions with your team Test your strategy before you implement it Communicate your strategy to key stakeholders Ensure your strategy is flexible and adaptable 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 Making Every Meeting Matter (HBR Guide Series) Harvard Business Review.2016-11-15 Make every minute count. Your calendar is full, and yet your meetings don't always seem to advance your work. Problems often arise with unrealistic or vague agendas, off-track conversations, tuned-out participants who don't know why they're there, and follow-up notes that no one reads—or acts on. Meetings can feel like a waste of time. But when you invest a little energy in preparing yourself and your participants, you'll stay focused, solve problems, gain consensus, and leave each meeting ready to take action. With input from over 20 experts combined with useful checklists, sample agendas, and follow-up memos, the HBR Guide to Making Every Meeting Matter will teach you how to: Set and communicate your meeting's purpose Invite the right people Prepare an achievable agenda Moderate a lively conversation Regain control of a wayward meeting Ensure follow-through without babysitting or haranguing 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.

Managing Projects Large and Small Richard Luecke,Harvard Business School Press.2004 Managing Projects Large and Small: The Fundamental Skills for Delivering on Cost and On Time When it comes to project management, success lies in the details. This book walks managers through every step of project oversight from start to finish. Thanks to the book's comprehensive information on everything from planning and budgeting to team building and after-project reviews, managers will master the discipline and skills they need to achieve stellar results without wasting time and money. The Harvard Business Essentials series is for managers at all levels but is especially relevant for new managers. It offers on-the-spot guidance, coaching, and tools on the most relevant topics in business. Each book includes the critical information that managers need on a given topic—from budgeting to hiring to communication to strategy—and offers interactive tools and worksheets that translate advice into action. Providing ready answers to day-to-day issues, these guides make sound, trusted mentoring advice available whenever managers need it. Other Books in the HBE Series: Managing Change and Transition Hiring and Keeping the Best People Finance for Managers Business Communications Innovation Negotiation

Strategy Harvard Business School Press.2005-07-01 Strategic execution drives business success. This book covers strategy from the ground up, explaining what strategy is, how to put together a strategic plan, what tools and resources are necessary to execute it, and how to measure results. The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. 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.

Harvard Business Review on Making Smart Decisions Harvard Review.2011

Finance for Managers .2002-12-04 Harvard Business Essentials are comprehensive, solution-oriented paperbacks for business readers of all levels of experience. Calculating and assessing the overall financial health of the business is an important part of any managerial position. From reading and deciphering financial statements, to understanding net present value, to calculating return on investment, Finance for Managers provides the fundamentals of financial literacy. Easy to use and nontechnical, this helpful guide gives managers the smart advice they need to increase their impact on financial planning, budgeting, and forecasting.

HBR's 10 Must Reads on Communication (with featured article "The Necessary Art of Persuasion," by Jay A. Conger) Harvard Business Review,Robert B. Cialdini,Nick Morgan,Deborah Tannen.2013-03-12 The best leaders know how to communicate clearly and persuasively. How do you stack up?If you read nothing else on communicating effectively, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you express your ideas with clarity and impact—no matter what the situation. Leading experts such as Deborah Tannen, Jay Conger, and Nick Morgan provide the insights and advice you need to: Pitch your brilliant idea—successfully Connect with your audience Establish credibility Inspire others to carry out your vision Adapt to stakeholders' decision-making style Frame goals around common interests Build consensus and win support

Ethics Essentials for Business Leaders Brian T. Engellund,William D. Eshee.2011-08 Ethical decision-making is often a puzzling challenge for business leaders. News reports describing indictments and guilty verdicts of corporate CEOs provide a sober reminder that making sound ethical decisions requires care and prior study. Ethical Essentials for Business Leaders pulls all the pieces together in a compact handbook designed for both current and future business leaders. The book offers several distinctive advantages:First, it is oriented towards the role and actions of leaders in a business environment so that reads learn how to act in order to influence good ethical decision-making as they assume leadership positions in all types of organizations.Second, it is written from a practically-minded, pro-business viewpoint by authors who have taught and practiced business ethics for many years.Third, it provides a balanced perspective regarding the appropriate role of the leader's person ethics, as informed by culture and religious belief, toward shaping organizational ethical

decision-making. The book begins with a discussion of six reasons why business leaders make bad decisions, then presents an ethical decision framework designed to counter-balance those reasons. In other chapters, natural law is explained, the contributions of eight important philosophers are summarized, the four levels of corporate social responsibility are discussed, and the relationship between laws and ethics is presented. In the final chapter, ten steps are recommended for developing and ensuring an ethical organization. ABOUT SOPHIAOMNI PRESS This text is published by SophiaOmni Press. SophiaOmni is an independent press founded by educators to expand the domain of human wisdom. We publish works in the fields of philosophy, religion, and ethics by past and contemporary authors who have something significant to say about the human condition and our continued existence on this fragile planet. Visit us on the web at www.sophiaomni.org.

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