HARVARD Manage Mentor®

LEARNER'S GUIDE

HARVARD MANAGEMENTOR®

Learner's Guide

Welcome to Harvard ManageMentor®! Whether you're here for a quick brush-up on a single topic, following a learning path recommended by your organization, or charting a managerial path for yourself, Harvard ManageMentor has been designed to help you achieve your goals and drive business impact.

The Learner's Guide will help you understand how to begin working with Harvard ManageMentor. It takes you through a typical topic flow and introduces you to features and functionality designed to help you acquire the information you need, when you need it, apply it on the job, and share it with others.

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HARVARD ManageMentor	
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HARVARD MANAGEMENTOR STRUCTURE

Home Page

Whether you're just getting started or are a frequent user, Harvard ManageMentor's home page features everything you need to make the most out of your learning. Specifically, the home page includes the following sections:



HARVARD ManageMentor*

Page 2 of 16

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	Vie	ew topics by :	
	All Topics	▼	
Budgeting	Difficult Interactions	Leveraging Your Networks	Retaining Employees
Business Case Development	Diversity	Managing Your Boss	Strategic Thinking
Business Plan Development	Ethics at Work	Marketing Essentials	Strategy Planning and Execution
Career Management	Feedback Essentials	Meeting Management	Stress Management
Change Management	Finance Essentials	Negotiating	Team Creation
Coaching	Global Collaboration	Performance Appraisal	Team Management
Crisis Management	Goal Setting	Performance Measurement	Time Management
Customer Focus	Hiring	Persuading Others	Writing Skills
Decision Making	Innovation and Creativity	Presentation Skills	
Delegating	Innovation Implementation	Process Improvement	
Developing Employees	Leading People	Project Management	

Pick a Topic: Choose from one of Harvard ManageMentor's 42 topics covering a variety of management and leadership subjects. Try filtering the topics using the View by dropdown menu.

Note: Depending on how your organization has set up Harvard ManageMentor, you may see fewer than 42 topics or additional options in the View by menu.

Home Page: Your first visit

When entering Harvard ManageMentor for the first time, you will be greeted by an introductory homepage. Here you are able to view a video introduction and learn more about how Harvard ManageMentor is structured by reading about our approach. The next time you view the home page it will feature the sections described above.

HARVARD Manage Mentor English +		Hello, Harry Q	CORPORATION
	What would you like to learn about? Q		
WELCOME TO	HARVARD MANAGEMEN	FOR, HARRY	
	skip to see all topics and categories		
LESSONS		ON-THE-JOB	
LEARN PRACTICE	REFLECT		
Explore key concepts Practice your newly with a mix of content, acquired skills videos, infographics, through a range of and tools. activities.	 Reflect on what you've learned, and consider how you will apply it on the job. Measure your understanding of topic and your ability to apply new concepts in specific scenarios. 	 Identify opportunities to apply and develop critical skills on-the job by creating your own action plan. 	
	view.sour.completion.critera		

Topic Landing Page

Each topic begins with a landing page that gets you started with an overview of what you'll learn and a list of all of the lessons in the topic along with a reflection of your progress in the topic, if you are a returning visitor. The topic landing page also includes links to Editor's Choice articles from the topic which are updated monthly, as well as downloadable discussion guides for each topic.

=	Home > Innovation Implementation	LESSONS 🗸 ASSESSMENT 🗸 ON-THE-JOB 🗸	Q
	and the second second		
	Retaining	Employees	- Contraction
*	Reduce costly turnover and keep your best talent. Explore avoid employee burnout. Discover how to hire well and cr for personalizing your approach to each employee.	t the most common reasons employees leave, and ways to eate an appealing culture. Includes targeted strategies	*
	Learn	now to	
	Attract high-performing employees who are likely to stay and thrive in your organization Give employees opportunities for personally meaningful work Establish a group culture that encourages retention	 Use personalized strategies to engage and retain employees Prevent burnout and minimize key employee attrition 	
	1. Lessons	2. Assessment	
	 Understand Employee Retention Understand Employee Retention Hire Right Streates Greate Great Jobs Streates Create a Great Culture 23 mixture 	Test your understanding and reinforce what you've learned. 3 Jonnetes 3. On-The-Job Put your new skills into practice by creating a personalized action	
	Personalize Engagement 2 similar Manage At-Risk Employees 0 24 minutes	plan. () 60-120 days	
	CONTINU Lesson 3: Creater	E →	
	How to earn a com	pletion for this topic	
	Bonus: Downloadable Discussion Guid	es	
	Share what you've learned with others—and learn from th notes and slides to help you facilitate the conversation, ar	em, too. Each of the discussion guides below features d an invitation you can use to set up the meeting.	
	Hire People Who Will Stay	Keep Your Best Employees on Board	

Lessons

Each topic contains a series of lessons. Most lessons consist of Learn, Practice, and Reflect, giving you the opportunity to acquire new knowledge, practice what you've learned, and then think about how you can apply what you've learned on the job. In our most recent lessons, elements of practice and reflection are integrated into the primary learning content to reinforce concepts and actions you can take to build new skills.

Lessons provide content that is engaging, actionable, and relevant. As you scroll down a lesson page, you'll find proven business concepts presented in a variety of formats, including text, videos, and infographics. Each lesson is complemented by additional resources such as tools, stats, polls, podcasts, articles and more designed to help you take your learning one step further!

ome > Innovation Implementation		LESSONS 🗸 ASSESSMENT	ON-THE-JOB	*	
	IESSON 3 of 6 ►				
Decide on your h	nighest priorities		_		
You've converged on a num three are worth digging int The pu solutio balance	ber of potential solutions. Next, o, testing, and refining—for now. rpose isn't to find "the n." It's to assess—and e—risks and rewards.	decide which two or right			DID YOU KNOW? Facts and figures can improve your analysis. But don't worry if you don't have data at your fingertips—you can always do more research if you need to.
In the process, you'll discov valuable prospects.	er what your group thinks are th	e most viable and			
Prioritize based on:					
Impact	This has to do with outcomes —the better or easier for you, your custor	ability to make something mers, your stakeholders.			
Effort	This has to do with the inputs -time required to execute each solution.	e, money, resources—			

I accurately estimate the potential impact of innovation projects



Total responses from your organization: 7

Assessment

The Assessment is designed to measure your understanding of a topic's key concepts and your ability to apply them in your workplace. Check the completion criteria page for requirements set by your organization.

After completing the Assessment, you will get feedback on both correct and incorrect answers and links to content for the questions you missed. If you do not pass, you can review the content to refresh your learning about incorrectly answered questions and retake the Assessment as many times as you need to pass.

=	Home > Team Management LESSONS 🗸 ASSESSMENT 🗸 ON-THE-JOB 🗸 🌞 🔍
	ASSESSMENT
	7Correct - Congratulations, you passed! You can review your results below, then follow the link below to proceed through the topic. Continue Review Your Results Next: On-the-job
	answers to pass.
	Review Your Results:
	1. Your sales team has recently merged with a similar team from another branch of the company. Team members are unsure about what this means for their future, and there is an atmosphere of tension. You want your team members to have a better rapport and trust each other so they can be productive. What would be the most important step for you to take in this situation?
	Your Response: Vour Response: Good Choice! It can be effective to have team members take a personality test, such as Myers-

On-the-Job (OTJ)

The activities included in OTJ will help you identify opportunities to apply and develop the skills that will have the most impact for you and your organization.

You will follow four steps to complete the OTJ section.

Home > Team Management LESSONS 🗸 ASSESSMENT 🗸 ON-THE-JOB 🗸	<u>م</u>
ON THE-JOB	
Before You Begin, Rate Your Current Ability	
On-the-Job action plans are intended to help improve your ability to perform the listed skills in your workplace. Before you define an action plan, rate your ability to consistently apply each skill. If you're not sure about your ratings, consider asking your peers or manager	
to provide their observations regarding your current abilities.	
SKILL INITIAL RATING (1=Low 5=High)	1
I foster trust within my team.	(····
1 2 3 4 5	
I strengthen my team's identity while	
maintaining team members' individual differences. 1 2 3 4 5	
those decisions to closure.	

HARVARD MANAGEMENTOR®

lelp your team make decisions				€ ∢	·
	1	2	3 4 5		STEP 2. Review your proficiency ratings from Step 1 and choose a skill you'd like to work of
Aake conflict constructive and resolve	_				Consider your own strengths and developmen
armful conflicts	1	2	3 4 5	Ð	areas as well as your team's and organization
0					
ON-THE-JOB					
Action Plans			4		
					STEP 3. Create an action plan—a defined
Help Your Team Make Decisions					set of steps that will help you apply and develop your chosen skill. You will then have
					a specified period of time (set by your
1 2 3 9 5					organization) to apply these steps on the jo
COMMIT TO PLAN OF ACTION Describe specific actions you will take over the next 90 days in the topic as a starting point.	s to apply the selected skill in yo	ur workplace. Consider th	e actions you identified earlier		
Action Item	Target Date		DUR "REFLECT" ENTRY Sive team members a minimum number		
Schedule open debates bi-weekly with team to discuss varie	ou 2014-10-15	of H gi	alternatives they must come up with ave them all rate the alternatives and we them a deadline to reach a decision		
Send out weekly email reminders with the objective of a pro-	ob 2014-10-15	ימ	L.		
SUBMIT					
SUBMIT pdate Action Plan					
pdate Action Plan					
Departe Action Plan					
CUS EDATE 114-10-15 ACK YOUR PROGRESS rer you able to complete your intended actions to apply a ur progress by selecting the appropriate box.	nd develop the selected skill?	? Are some of your acti	ons no longer applicable? Updat		
EVENUE PROGRESS region by the appropriate box. The memican sector of the appropriate box.	nd develop the selected skill: Target Date 2014-10-15	? Are some of your acti Complete	ons no longer applicable? Updat No longer applicable	2	
EVALUATE ACTION FILEM SUBMIT O pdate Action Plan CUS elap Your Team Make Decisions E OATE 114-10-15 ACK YOUR PROGRESS ere you able to complete your intended actions to apply a ur progress by selecting the appropriate box. tion Item view major decisions to be made weekly in group setting.	nd develop the selected skill Target Date 2014-10-15	? Are some of your acti Complete	ons no longer applicable? Updat No longer applicable ©	2	
CUS CUS PDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDD	nd develop the selected skill: Target Date 2014-10-15 2014-10-15	? Are some of your acti	ons no longer applicable? Updat No longer applicable ©	2	
EVERATE Action Plan US EVERT EVE EVERT EVE	nd develop the selected skill Target Date 2014-10-15 2014-10-15 2014-10-15	? Are some of your acti	ons no longer applicable? Updat No longer applicable ©		
CUS OUT PROGRESS Trop of the appropriate box. The movies by selecting the appropriate box.	nd develop the selected skill: Target Date 2014-10-15 2014-10-15 2014-10-15	? Are some of your acti Complete © ®	ons no longer applicable? Updat No longer applicable ©	2	
EXECT ON YOUR EXPERIENCE Internet to reflect	nd develop the selected skill: Target Date 2014-10-15 2014-10-15 2014-10-15	? Are some of your acti Complete © © n, your experience.	ons no longer applicable? Updat No longer applicable © 0 0	8	STEP 4. At the end of your On-the- Job
CUS CUS CUS CUS CUS CUS CUS CUS	nd develop the selected skill: Target Date 2014-10-15 2014-10-15 2014-10-15 2014-10-15	? Are some of your acti Complete © ® ®	ons no longer applicable? Updat No longer applicable 0 0	2	STEP 4. At the end of your On-the-Job period (for example, 90 days), you will be
CUS CUS CUS CUS CUS CUS CUS CUS	nd develop the selected skill: Target Date 2014-10-15 2014-10-15 2014-10-15 2014-10-15	? Are some of your acti	ons no longer applicable? Updat No longer applicable ©	2	STEP 4. At the end of your On-the-Job period (for example, 90 days), you will be asked to re-rate your skill level and reflect
CUE	nd develop the selected skill Target Date 2014-10-15 2014-10-15 2014-10-15 on, and capture insights from	? Are some of your acti	ons no longer applicable? Updat No longer applicable © 0		STEP 4. At the end of your On-the-Job period (for example, 90 days), you will be asked to re-rate your skill level and reflect your experiences in the workplace.
CUS CUSCIENT CUS CUSCIENT CUS CUSCIENT CUS CUSCIENT CUS CUSCIENT	nd develop the selected skill: Target Date 2014-10-15 2014-10-15 2014-10-15 on, and capture insights from	? Are some of your acti	ons no longer applicable? Updat No longer applicable 0 0	e	STEP 4. At the end of your On-the-Job period (for example, 90 days), you will be asked to re-rate your skill level and reflect your experiences in the workplace.
CUE	nd develop the selected skill? Target Date 2014-10-15 2014-10-15 2014-10-15 on, and capture insights from	? Are some of your acti	ons no longer applicable? Updat No longer applicable 0 0	e • • • • • • • • • • • • • • • • • • •	STEP 4. At the end of your On-the-Job period (for example, 90 days), you will be asked to re-rate your skill level and reflect your experiences in the workplace.
CUS UDENIT CUS UPDAte Action Plan CUS UPDAte	nd develop the selected skill: Target Date 2014-10-15 2014-10-15 2014-10-15 on, and capture insights from what happened? What were y	? Are some of your acti	ons no longer applicable? Updat	e ny?	STEP 4. At the end of your On-the-Job period (for example, 90 days), you will be asked to re-rate your skill level and reflect your experiences in the workplace.

Topic completion is typically achieved after you have completed and submitted an Action Plan. Check the completion criteria page for requirements set by your organization.

The Completion icon in the top menu bar will turn green when you have met your organization's completion criteria. At that time, you can click the icon to receive and print your certificate of completion.

If you like, you can target additional skills and create action plans for them as well.

Home > Team	Management		LESSONS 🗸	ASSESSMENT 🗸	on-the-job 🗸	*
ON-THE-JOB						
Action P	lans					
Congratul	ations!					
You have completed growth by completin	your first action plan. Y g additional Action Plar	'ou are now marked complete f ns as desired.	for On-the-Job and your progr	ess has been sav	ed. You can cont	inue your
🕨 Start a Ne	ew Action Plan					
Complete						
FOCUS	Maka Decisions]				
STARTED	COMPLETED					
00440740	2014-10-15					
2014-07-18 RATING	2011 10 10					
2014-07-18 RATING BEFORE						
2014-07-18 RATING BEFORE AFTER	3 4 5					

CONTENT RESOURCES

Company Resources

Harvard ManageMentor provides a variety of additional features to enhance and extend your learning and the learning of others. Company Resources are custom resources that your company can provide to enrich and give context to your learning, in alignment with the company's business goals.

Company Resources	see all resources
As you already know, Project Management is one of ManageMentor topic is a great way to increase your nake sure you discuss your action plan with your ma he resources provided within this topic, our compan environment. Please watch the video from John Smi Employee Retention & Our Company CEO Jane Smith has provided her own thoughts on why retention is so important our company culture	our key skills we value in our company's culture. This Harvard knowledge and abilities in this important focus area. Please mager during your 90 days of On-The-Job learning. In addition to y has a few tools to help you apply your learning within our own th, our CEO, and use the tools provided. Set Your Employees up for Success In our recent newsletter, Therese Davis has written a peice on how using the right framework for company culture can make all the difference.
CEO Jane Smith has provided her own thoughts on why retention is so important our company culture	for
Featured Resources	see all resources >

Not all companies include this supplementary content or include it for every topic, so if you don't see Company Resources, you can assume that it's because your company hasn't added them.

If your company has provided Company Resources – which may include links to articles, video, and tools – they display on a topic landing page, and you can access them by clicking **Company Resources**. Select a link to navigate to the resource. Resources your company has added to a topic also display on the *More Resources* page.

From the Collection

From the Collection is a set of carefully chosen articles from Harvard Business Publishing experts and thought leaders, available for many topics. You can find these articles on the topic page, the Resources page, and the right-hand side of the Lesson page.

Editor's Choice

Editor's Choice articles are updated on a regular basis, bringing the latest content from *Harvard Business Review* into HMM to supplement the lesson content. You can find these articles at the end of each lesson as well as on the topic Resources page.

Note: Editor's Choice content is only available when viewing Harvard ManageMentor in English. Refer to page 15 for more information on Language Selection.

Home > Team Management	LESSONS 🗸 ASSI	ESSMENT ON-THE-JOB	
Resolve Conflict		 LESS 	ON4of6 ►
Learn Practice Reflect			

A Selection of Editor's Choice Resources



Articles on Team Management selected from Harvard Business Review. See all related articles here.



ARTICLE Virtual Offsites That Work 20 7 MINUTES PUBLISHED 25 MAR 2020



ARTICLE 8 Ways to Manage Your Team While Social Distancing 0 4 MINUTES PUBLISHED 24 MAR 2020



ARTICLE A Guide to Managing Your (Newly) Remote Workers © 7 MINUTES PUBLISHED 18 MAR 2020

Resources Page

The Resources page provides quick access to all Company Resources, Editor's Choice content, Collection articles, tools, podcasts, and videos in a given topic. You can access this page by clicking "see all resources" at the bottom of the topic landing page.



Discussion Guides

One of the best ways to extend your learning is by sharing it with others. Each Harvard ManageMentor topic provides materials for leading discussions with your team about why and how the concepts can be applied in the context of your organization. Discussion guides and slides will help you shape the conversation, and ready-made emails can be used to invite participants and set expectations about the discussion. Each topic's Discussion Guide materials are accessible from the topic landing page.



Tools

Tools comprise checklists, self-assessments, worksheets, handouts, and logs that will help you apply the topic learning to your own situation. You can find tools on the topic page, the Resources page, and the right-hand side of the screen within a Lesson.

Home > Stress Management	LESSONS V ASSESSMENT V	ON-THE-JOB 🗸	Worksheet t	seminor: to Reduce Stress
 LESSON 3 of 6 + The Stress Resolution Framework You're stressed outthere's no question about it. Use a four-step framework to resolve workplace stress. Leam + Practice + Reflect 	L		RESERVENT Transform of Research for The second of the Research for Research for Res	
Steps to resolve stress A systematic approach to stress allows you to examine your process of worry and break it down into manageable problem units that can be solved.	Worksheet to Reduce	TOOL Stress	AATVARD 0.000 kmm	Bits Description Description <tdd< td=""></tdd<>
				HARVARD Hanagetherter

Quick-Read

If you have a limited amount of time, you can use the **Quick-Read** to review a topic's key concepts in approximately 20 minutes. You'll find the Quick-Read listed on the topic's drop-down menu.

Note: The Quick-Read does not count toward progress or completion in a topic.

HARVARD Mar	nageMentor					
=	Home > Team Management > Quick-Read	LESSONS	ASSESSMENT	ON-THE-JOB	-	Q
	Quick-Read Review the key concepts from this topic in approximately 20 minutes. Completing the Quick Read does not count toward completion of this topic.					
	VUICK-READ					
	FOSTER TRUST Gain team members' trust *					
	Everything about managing your team well depends on earning others' trust in you. If your team is confident that you'll do the right thing as their leader, they will accept your authority and guidance.					
	Trust matters more than ever today. Businesses operate in a fast-changing, global environment with dispersed teams handling more and more work. And every culture considers trust important.					
	When teams trust their leaders, they:					
	Work better through the disagreements that inevitably arise in teams Work bester					

Site Resources

Search

Search is available from the top of every Harvard ManageMentor page.



Click the magnifying glass and type any word or combination of words to find exactly what

Topics matching your search will come first, followed by lessons, tools, videos, audio, and other resources.



	Refine your results	You searched for: "Leading"
You can also refine your search to specific materials, such as Tools.	View All Videos (91) Lessons (55) Editor's Choice (7) View Collection (1) From the Collection (1) REFINE	Viewing 1-7 of 7 Leading People > Motivate Others > leading people-handouts-final

Learner Menu

Clicking on the personalized greeting or user icon at the top of every Harvard ManageMentor page allows you to access your Learner Menu, a drop-down list of key Harvard ManageMentor resources.



Click the personalized greeting or profile icon to access the Learner Menu.

Learner Profile

Selecting "My Profile" from the Learner Menu allows you to access your Learner Profile. This profile features information related to your account and allows you to reset your password or update the name we use to greet you. If the information on this page appears to be incorrect, please contact your system administrator.



tion

Completion Criteria page.

Well done! For completion certificates and criteria, visit the

Opportunities

See What's New

Accessible via the Learner Menu, the See What's New page provides an at-a-glance look at the new content and features being regularly added to Harvard ManageMentor. Keep an eye out for a red beacon next to your profile icon, as seen below, which indicates that new features, content, or resources have become available. If you have a question regarding updates found on the See What's New page, please contact your local Harvard ManageMentor administrator for more information.

Learning Reminder

Having trouble making time for your learning? Consider taking advantage of the Learning Reminder feature. Accessible via the drop-down Learner Menu, this feature lets you quickly and easily set-aside time for learning on your personal calendar.

To create a learning reminder, select Learning Reminder from the Learner Menu. Then, fill out the applicable fields (*see below*) in the Create a Learning Reminder window that appears. Don't forget to select whether or not you would like this reminder to recur. Finally, select Add HMM Learning Reminder and follow the prompts to enable the reminder for a calendar of your choosing.

i Did Tide					
earning Kemin	laer Inte				
inter URL of a t	topic, lesson, or article (Optional)				
Vhich days? low long?	🛛 Sunday 🖾 Monday 🖾 Tuesday 🖾 Wednesday 🖾 Thursday 🖾 Friday 🖾 Saturday				
		¢			
/hat time?					
		÷			
This is a recu Recurring events	Irring event. can only be set for Apple Calendar, Outlook, and Google Calendar at this time. You will need to visit a respective online calendar to make an event recurring.				

Language Selection

If your organization has access to additional language options, you can change the language currently being displayed at any time by using the drop-down menu located in the top left corner of each Harvard ManageMentor page. The system will remember the last language that you selected and will automatically display that language when you next log in.

Harvard ManageMentor On-the-Go

Don't confine Harvard ManageMentor to your office or home computer; take the learning with you by enabling quick access on your mobile device. Follow the instructions below to add HMM to your home screen and ensure you can log in anytime with ease.

Adding Harvard ManageMentor to an iPhone:

1. On your iPhone, access Harvard ManageMentor using your preferred web browser. If your organization uses single sign-on, ensure that the URL includes the appropriate subdomain (e.g., [Your Org].myhbp.org/hmm12).

- 2. Click on the "Share" icon on the bottom of the browser.
- 3. Click on the option to "Add to the Home Screen."
- 4. Edit the name as desired, such as "HMM." This will appear on your iPhone home screen.
- 5. Click on "Add."
- 6. An icon will be added to your home screen.

Note: Works especially well if you allow Safari or Chrome to save your user credentials

Adding Harvard ManageMentor to an Android phone:

1. On your Android phone, access Harvard ManageMentor using your preferred web browser. If your organization uses single sign-on, ensure that the URL includes the appropriate subdomain (e.g., [Your Org].myhbp.org/hmm12). 2. In the browser, Click on the Menu icon.

- 3. Click on "Add Shortcut on Home Screen."
- 4. An icon will be added to your home screen.

Note: The name and icon for Harvard ManageMentor cannot be edited.

System Check

To ensure that your browser settings, plugins, and system set-up are optimal for Harvard ManageMentor use, click System Check from the bottom of any Harvard ManageMentor page.

Help

This guide has provided an overview of the features and content in Harvard ManageMentor. For additional help using Harvard ManageMentor, email <u>techhelp@hbsp.harvard.edu</u>, access chat from the login page during business hours (Eastern Standard Time), or call a customer service representative.

Calling HBP from within the US, toll free: Calling HBP from outside the US: Calling HBP from within India, toll free: (800) 668-6705 +1 (617) 783-7474 000-800001-6935

Feedback

Harvard Business Publishing is committed to continuous learning and improvement and welcomes suggestions and reactions from you. To provide feedback, click Feedback from the bottom of any Harvard ManageMentor page.

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