HARVARD ManageMentor®

LEARNER'S GUIDE

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.
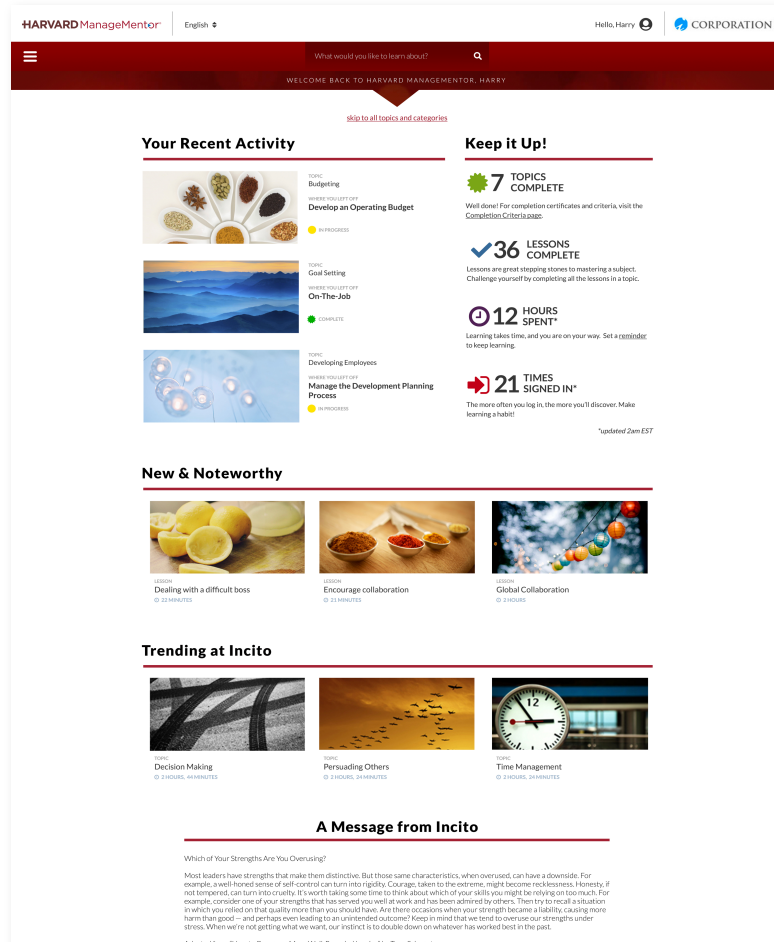
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HARVARD MANAGEMENTOR STRUCTURE

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:

Recent Activity: View the most recent lessons and topics you've visited so that you can pick up exactly where you left off.

Keep It Up!: Gain insight into how you spend your time while in Harvard ManageMentor, including details regarding the number of topics and lessons completed, overall time spent, and a direct link to all of your completion certificates.

New & Noteworthy: Explore the latest additions to Harvard ManageMentor, including new articles, videos, and even updated topics.

Trending Topics: Not sure where to start? Tap into resources your colleagues have found useful.

Your Organization's Message: Get the news you need directly from your organization.

Pick a Topic

View 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	

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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 drop-down 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 ManageMentor®　　English ⇕　　　　　　　　　　　　Hello, Harry 👤　　CORPORATION

☰　　What would you like to learn about? 🔍

WELCOME TO HARVARD MANAGEMENTOR, HARRY

▶

skip to see all topics and categories

OUR APPROACH
Each topic has the same structure

LESSONS　　　　　　　　　　　ASSESSMENTS　　　　ON-THE-JOB

LEARN　　**PRACTICE**　　**REFLECT**

Explore key concepts with a mix of content, videos, infographics, and tools.

Practice your newly acquired skills through a range of activities.

Reflect on what you've learned, and consider how you will apply it on the job.

Measure your understanding of a 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 your completion critera

HARVARD ManageMentor®

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.

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!

Decide on your highest priorities

You've converged on a number of potential solutions. Next, decide which two or three are worth digging into, testing, and refining—for now.

> The purpose isn't to find "the right solution." It's to assess—and balance—risks and rewards.

In the process, you'll discover what your group thinks are the most viable and valuable prospects.

Prioritize based on:

Impact	This has to do with **outcomes**—the ability to make something better or easier for you, your customers, your stakeholders.
Effort	This has to do with the **inputs**—time, money, resources—required to execute each solution.

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.

I accurately estimate the potential impact of innovation projects

| **43%**	**57%**	**0%**
Always	Sometimes	Never
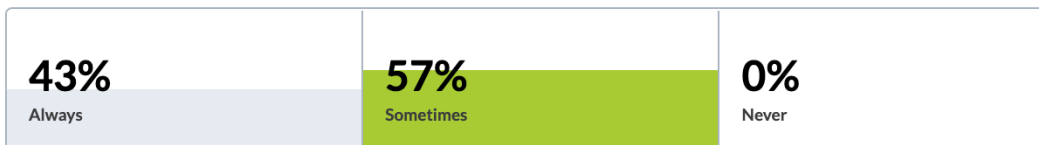
Total responses from your organization: 7

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.
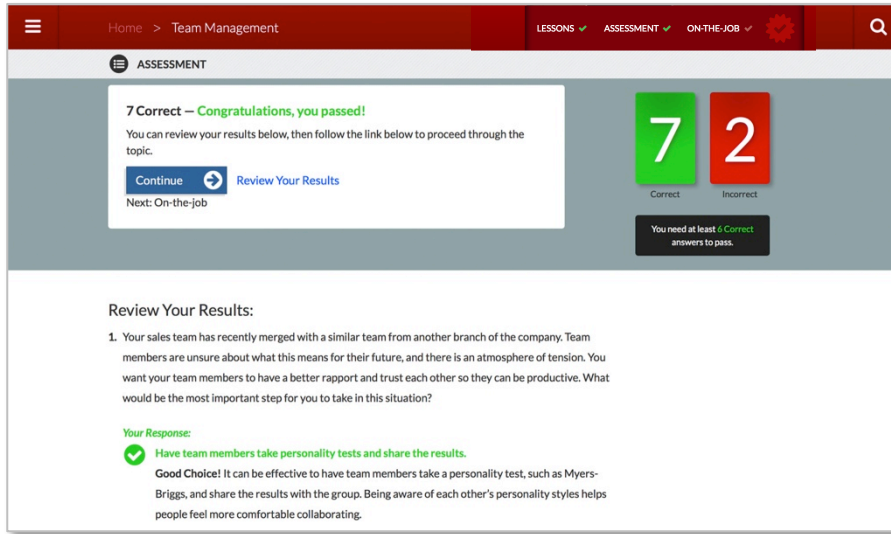
On-the-Job (OTJ)

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.
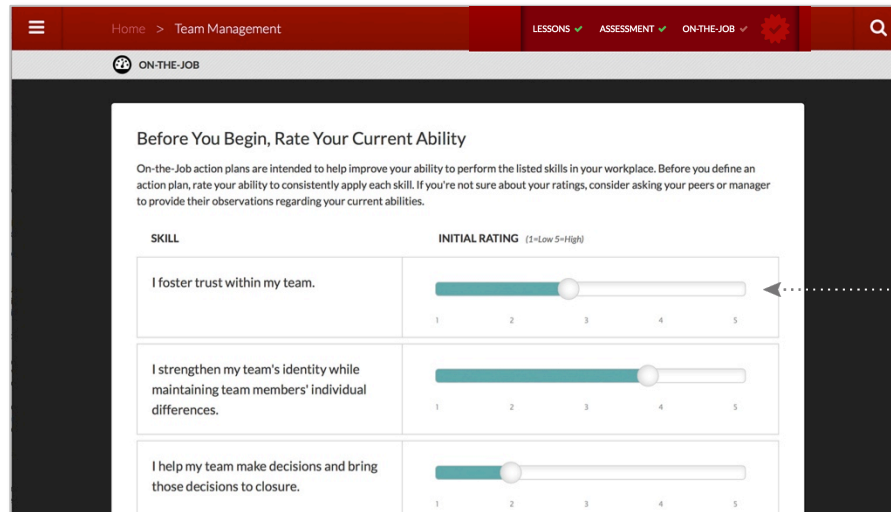
STEP 1. Rate your current ability to perform the skills presented in the topic.

Help your team make decisions	1 2 3 4 5	→
Make conflict constructive and resolve harmful conflicts	1 2 3 4 5	→

STEP 2. Review your proficiency ratings from Step 1 and choose a skill you'd like to work on.

Consider your own strengths and development areas as well as your team's and organization's needs.

ON-THE-JOB

↩ Action Plans

Create Action Plan

FOCUS
Help Your Team Make Decisions

INITIAL PROFICIENCY RATING

1 2 3 4 5

STEP 3. Create an action plan—a defined 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 organization) to apply these steps on the job.

COMMIT TO PLAN OF ACTION

Describe specific actions you will take over the next 90 days to apply the selected skill in your workplace. Consider the actions you identified earlier in the topic as a starting point.

Action Item	Target Date	
Schedule open debates bi-weekly with team to discuss variou	2014-10-15	YOUR "REFLECT" ENTRY - Give team members a minimum number of alternatives they must come up with. - Have them all rate the alternatives and give them a deadline to reach a decision by.
Send out weekly email reminders with the objective of a prob	2014-10-15	

⊕ Add Action Item
⊖ Remove Last Action Item

SUBMIT ⊙

Update Action Plan

FOCUS
Help Your Team Make Decisions

DUE DATE
2014-10-15

TRACK YOUR PROGRESS
Were you able to complete your intended actions to apply and develop the selected skill? Are some of your actions no longer applicable? Update your progress by selecting the appropriate box.

Action Item	Target Date	Complete	No longer applicable
Review major decisions to be made weekly in group meeting.	2014-10-15	○	⦿
Schedule open debates bi-weekly with team to discuss various issues.	2014-10-15	⦿	○
Send out weekly email reminders with the objective of a problem solving.	2014-10-15	⦿	○

REFLECT ON YOUR EXPERIENCE
Congratulations on your progress. Take a moment to reflect on, and capture insights from, your experience.

Initial Proficiency Rating

1 2 3 4 5

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 on your experiences in the workplace.

Rate your proficiency at applying this skill as of TODAY

1 2 3 4 5

Briefly summarize the results from executing your action plan. What happened? What were your successes, surprises, obstacles, or lessons learned, if any?

The team became much more comfortable with the decision making process. Decisions were made more efficiently and effectively. Obstacles that came up

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.

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.
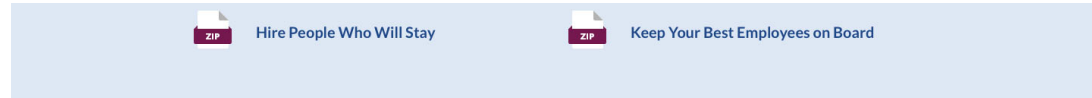
Company Resources   see all resources ❯

As you already know, Project Management is one of our key skills we value in our company's culture. This Harvard ManageMentor topic is a great way to increase your knowledge and abilities in this important focus area. Please make sure you discuss your action plan with your manager during your 90 days of On-The-Job learning. In addition to the resources provided within this topic, our company has a few tools to help you apply your learning within our own environment. Please watch the video from John Smith, our CEO, and use the tools provided.

▶ **Employee Retention & Our Company**
CEO Jane Smith has provided her own thoughts on why retention is so important for our company culture

📄 **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.

🔧 **Our Tools for Preventing Burnout**
CEO Jane Smith has provided her own thoughts on why retention is so important for our company culture

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.

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.
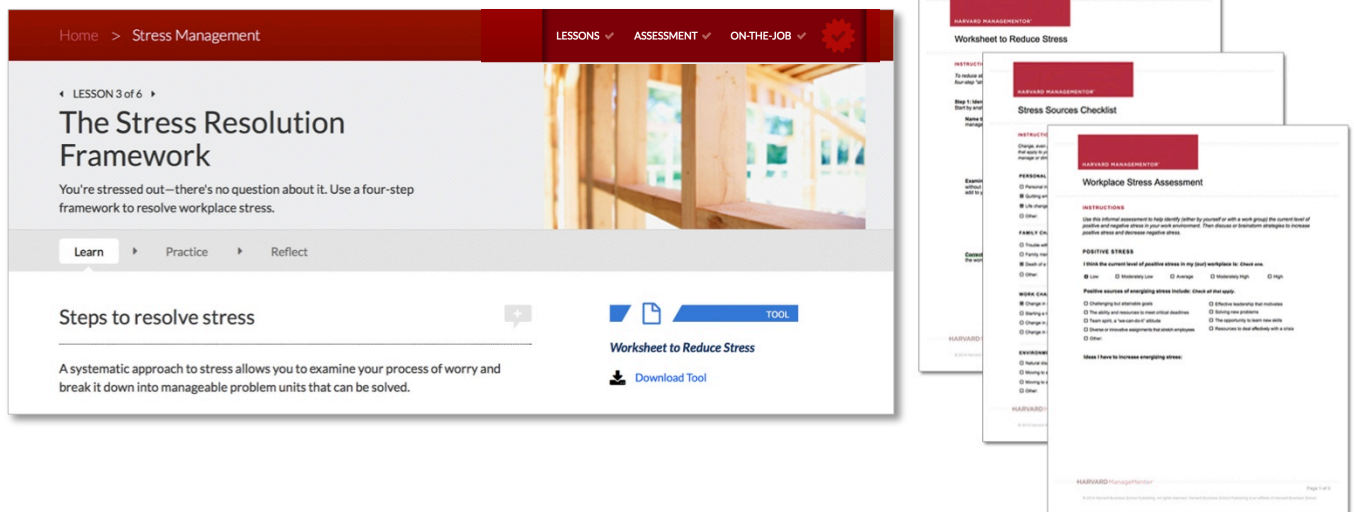
Quick-Read

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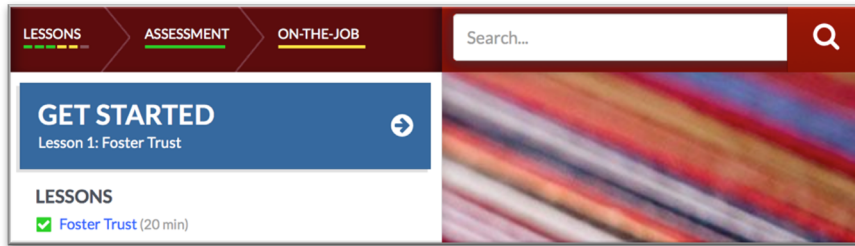
Note: The Quick-Read does not count toward progress or completion in a topic.
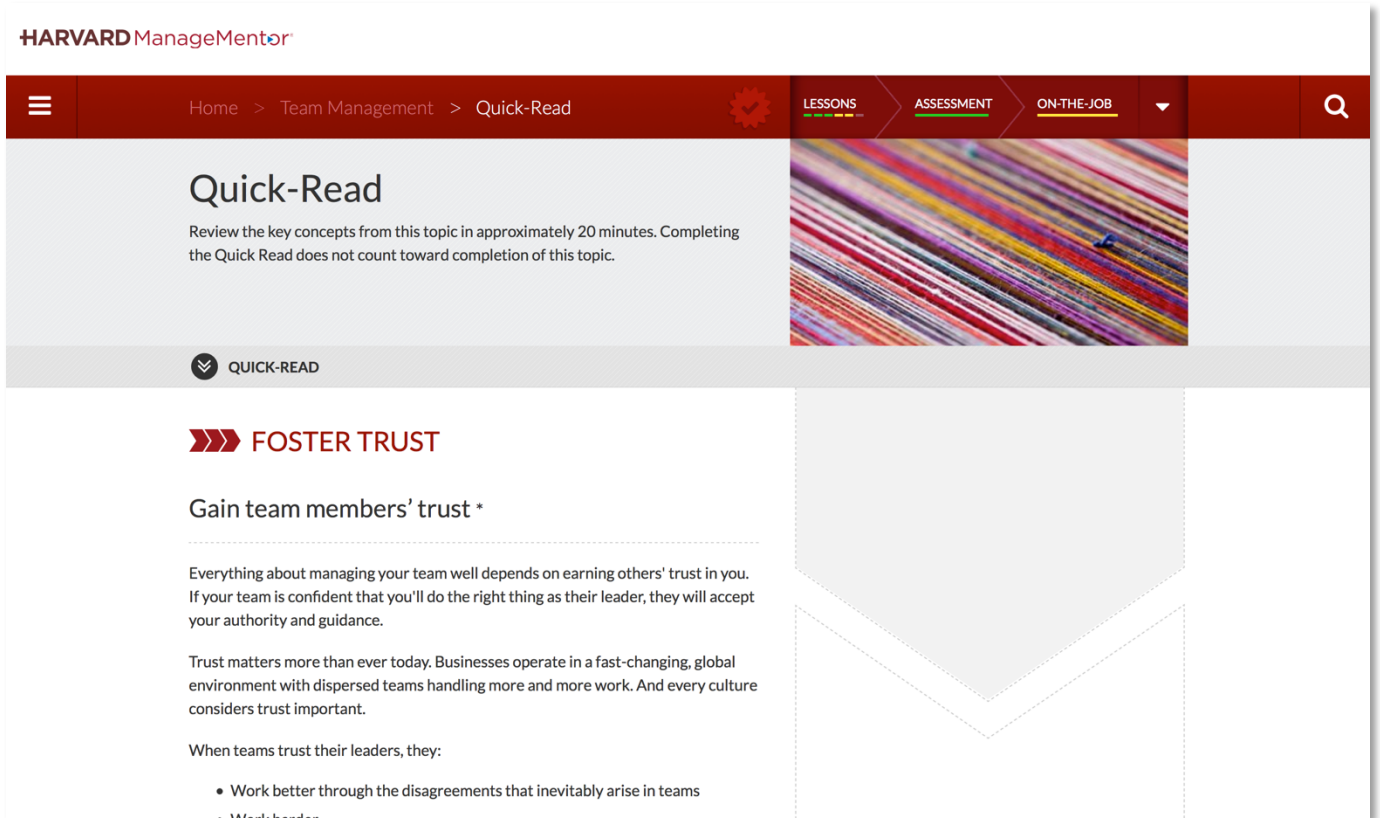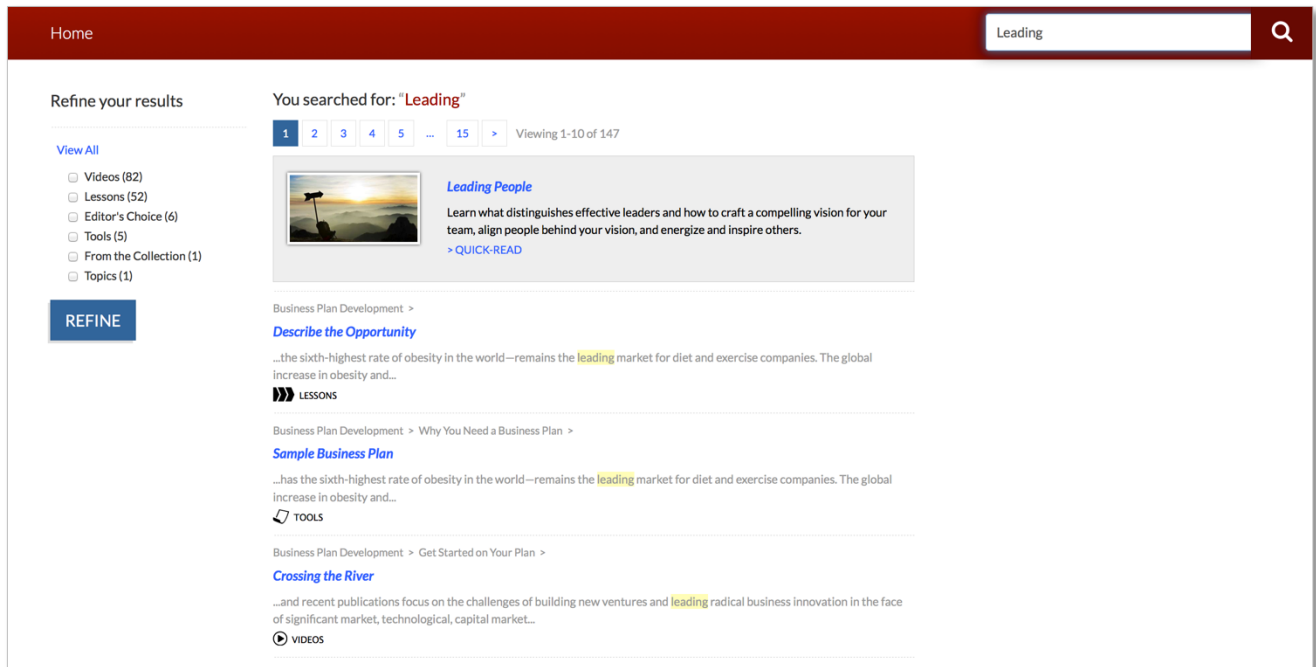

Site Resources

Search

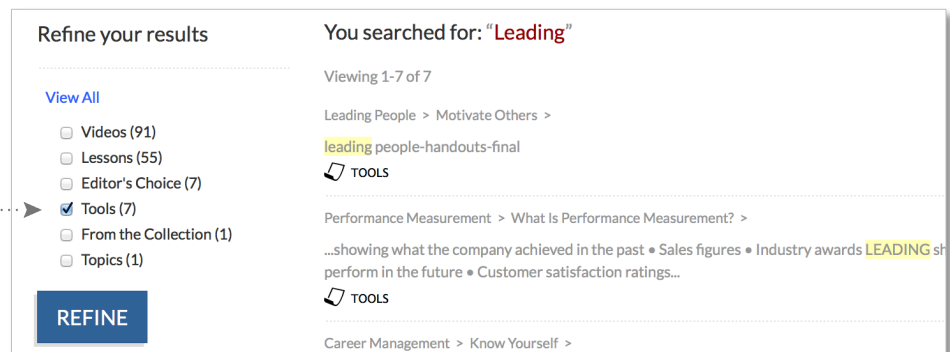Search is available from the top of every Harvard ManageMentor page.

Click the magnifying glass and type any word or combination of words to find exactly what you're looking for.

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

You can also refine your search to specific materials, such as Tools.

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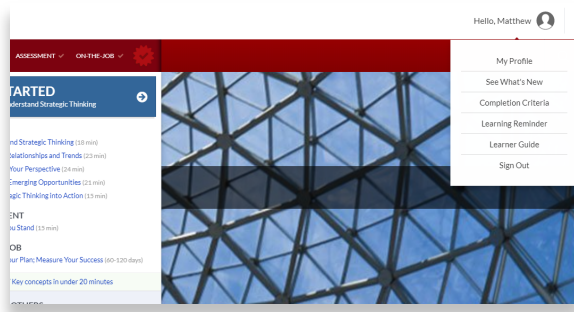
Click the personalized greeting or profile icon to access the Learner Menu.

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.
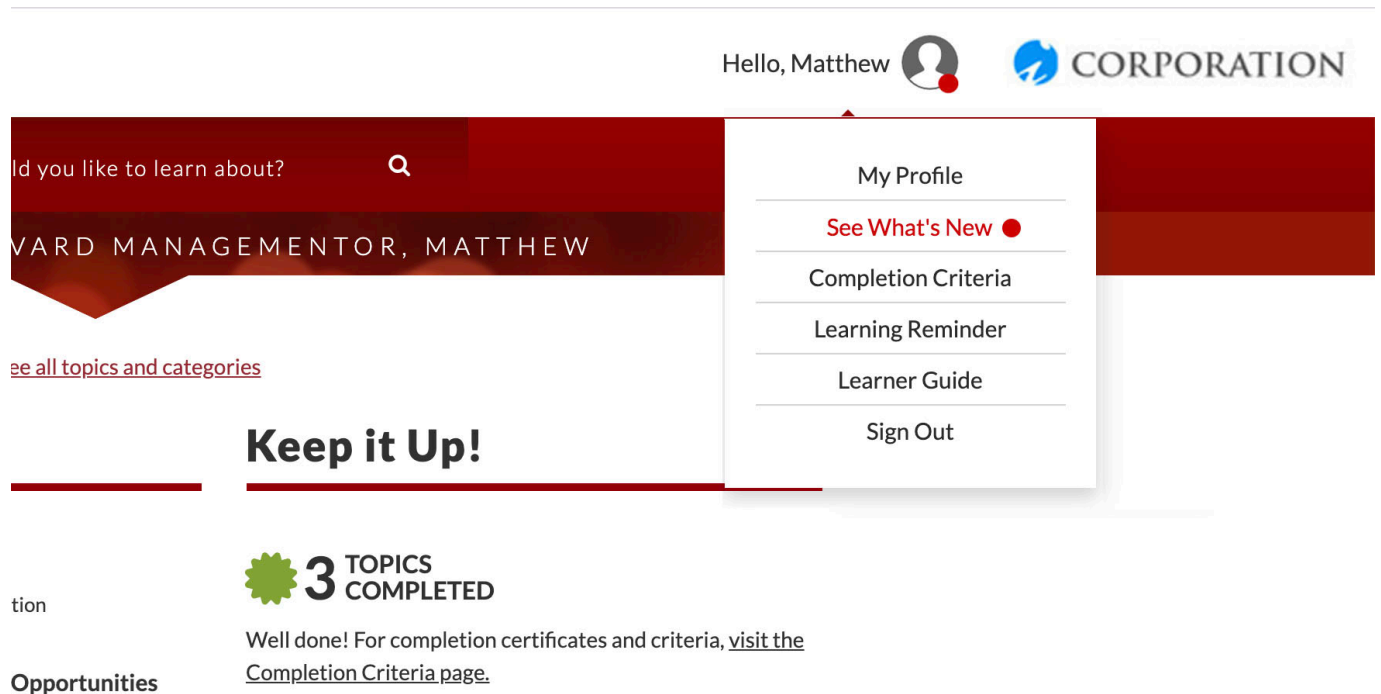
See What's New

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.

Create a Learning Reminder for Harvard ManageMentor

Create a Learning Reminder for Harvard ManageMentor

Learning Reminder Title

Enter URL of a topic, lesson, or article *(Optional)*

Which days?

☑ Sunday ☑ Monday ☑ Tuesday ☑ Wednesday ☑ Thursday ☑ Friday ☑ Saturday

How long?

What time?

☑ This is a recurring event.
Recurring events 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.

📅 Add HMM Learning Reminder

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

Feedback
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