
Read Book Hbr Guide To Coaching Your Employees

Thank you for reading **Hbr Guide To Coaching Your Employees**. Maybe you have knowledge that, people have search numerous times for their chosen readings like this Hbr Guide To Coaching Your Employees, but end up in infectious downloads.

Rather than reading a good book with a cup of coffee in the afternoon, instead they cope with some harmful bugs inside their laptop.

Hbr Guide To Coaching Your Employees is available in our book collection an online access to it is set as public so you can get it instantly.

Our book servers spans in multiple locations, allowing you to get the most less latency time to download any of our books like this one.

Kindly say, the Hbr Guide To Coaching Your Employees is universally compatible with any devices to read

KEY=GUIDE - GLOVER DECKER

HBR GUIDE TO COACHING EMPLOYEES

Harvard Business Press Resource added for the Human Resources program 101161.

HBR GUIDE TO COACHING YOUR EMPLOYEES

HBR GUIDE TO COACHING EMPLOYEES (HBR GUIDE SERIES)

Harvard Business School Press

HBR GUIDES TO PERFORMANCE MANAGEMENT COLLECTION (4 BOOKS) (HBR GUIDE SERIES)

Harvard Business Press If you manage a team, you need to be able to measure and manage their performance. From establishing a performance review cycle and building toward your year-end assessment, to providing individual feedback and coaching and establishing group cohesion and accountability, this collection teaches you the skills you need to inspire your team to greater success. This specially priced four-volume set includes books from the HBR Guide series on the topics of Performance Management, Coaching Employees, Delivering Effective Feedback, and Leading Teams. You'll learn how to: Set--and adapt--employee and team goals Assess performance fairly Coach your employees through tough situations React calmly if someone gets defensive when you deliver feedback Create plans for individual development Rethink how you use performance ratings Avoid burnout on your team Foster group camaraderie and cooperation Hold your team accountable 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.

HELPING PEOPLE CHANGE

COACHING WITH COMPASSION FOR LIFELONG LEARNING AND GROWTH

Harvard Business Press You're trying to help--but is it working? Helping others is a good thing. Often, as a leader, manager, doctor, teacher, or coach, it's central to your job. But even the most well-intentioned efforts to help others can be undermined by a simple truth: We almost always focus on trying to "fix" people, correcting problems or filling the gaps between where they are and where we think they should be. Unfortunately, this doesn't work well, if at all, to inspire sustained learning or positive change. There's a better way. In this powerful, practical book, emotional intelligence expert Richard Boyatzis and Weatherhead School of Management colleagues Melvin Smith and Ellen Van Oosten present a clear and hopeful message. The way to help someone learn and change, they say, cannot be focused primarily on fixing problems, but instead must connect to that person's positive vision of themselves or an inspiring dream or goal they've long held. This is what great coaches do--they know that people draw energy from their visions and dreams, and that same energy sustains their efforts to change, even through difficult times. In contrast, problem-centered approaches trigger physiological responses that make a person defensive and less open to new ideas. The authors use rich and moving real-life stories, as well as decades of original research, to show how this distinctively positive mode of coaching--what they call "coaching with compassion"--opens people up to thinking creatively and helps them to learn and grow in meaningful and sustainable ways. Filled with probing questions and

exercises that encourage self-reflection, *Helping People Change* will forever alter the way all of us think about and practice what we do when we try to help.

THE CONNECTOR MANAGER

WHY SOME LEADERS BUILD EXCEPTIONAL TALENT—AND OTHERS DON'T

Random House *The best managers work smarter, not harder* After conducting a unique global study of over 9,000 people, analysts at the world-leading sales research firm Gartner identified four distinct types of manager. Incredibly, they found one type consistently performs far better than the rest, and it wasn't the one they were expecting. Connector Managers understand that it's not enough for managers to just encourage and teach employees themselves, and that providing constant coaching to employees can actually be detrimental to their independent development. Instead, by connecting employees to others in the team or organisation, Connector Managers can help their employees develop a range of skills beyond their own areas of expertise. Although the four types of managers are more or less evenly distributed, employees with Connector Managers perform significantly better than others. Employees with Always-on Managers who provide constant feedback and coaching perform significantly worse. Drawing on their ground-breaking data-driven research, as well as in-depth case studies and extensive interviews with thousands of managers, you'll discover what behaviours define Connector Managers and how you can use them yourself to build brilliant, powerhouse teams.

HBR GUIDE TO PERFORMANCE MANAGEMENT (HBR GUIDE SERIES)

Harvard Business Press Are your employees meeting their goals? Is their work improving over time? Understanding where your employees are succeeding—and falling short—is a pivotal part of ensuring you have the right talent to meet organizational objectives. In order to work with your people and effectively monitor their progress, you need a system in place. The HBR Guide to Performance Management provides a new multi-step, cyclical process to help you keep track of your employees' work, identify where they need to improve, and ensure they're growing with the organization. You'll learn to: Set clear employee goals that align with company objectives Monitor progress and check in regularly Close performance gaps Understand when to use performance analytics Create opportunities for growth, tailored to the individual Overcome and avoid burnout on your team 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.

HARVARD BUSINESS REVIEW GUIDES ULTIMATE BOXED SET (16 BOOKS)

Harvard Business Press The perfect gift for aspiring leaders: 16 volumes of HBR Guide. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics, negotiating, business writing, and coaching. This set includes *Persuasive Presentations, Better Business Writing, Finance Basics, Data Analytics, Building Your Business Case, Making Every Meeting Matter, Project Management, Emotional Intelligence, Getting the Right Work Done, Negotiating, Leading Teams, Coaching Employees, Performance Management, Delivering Effective Feedback, Dealing with Conflict, and Managing Up and Across*. Arm yourself with the advice you need to succeed on the job, from 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 Also available as an ebook set.

HBR GUIDE TO MOTIVATING PEOPLE (HBR GUIDE SERIES)

Harvard Business Press Help your people reach their potential. As a manager, it's your responsibility to ensure your team is motivated and performing at a high level. But recent data reveals abysmal engagement levels among workers around the globe. How do you fix the problem—before your most talented people walk out the door? By understanding what drains your employees, you can increase their job satisfaction and push them toward achieving their goals. The HBR Guide to Motivating People provides practical tips and advice to help your team find meaning in their work, build on their strengths, and produce the best results for the organization. You'll learn how to: Pinpoint the root causes of lackluster performance Tailor rewards and recognition to individuals Connect routine work activities to a higher purpose Support your employees' growth and development Prevent burnout—especially in your top performers Create a culture of engagement 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.

COACHING PEOPLE

EXPERT SOLUTIONS TO EVERYDAY CHALLENGES

Harvard Business Press Most managers coach employees by giving them feedback and evaluating their performance, right? Wrong. Coaching differs markedly from other managerial functions. With its

wealth of tips, worksheets, and self-assessments, this handy guide shows managers how to use coaching—not only to strengthen direct reports' skills but also to rev up their performance to unprecedented levels.

HBR GUIDE TO LEADING TEAMS

Harvard Business Press Dysfunctional teams are maddening yet are a reality of organizational life. How often have you sat in team meetings complaining to yourself, "What a colossal waste of time. Why does it take forever for this group to make a simple decision? What are we even trying to achieve here?" But as the team leader, you have the power to change things for the better. It's up to you to get people to work well together and produce results. How do you avoid the pitfalls you've experienced so painfully in the past? Team expert Mary Shapiro offers step-by-step advice, drawing on time-tested principles, practical exercises, guidelines for structured team conversations, and examples from a range of industries and organizational settings.

YOU AT WORK: HIRING AND KEEPING THE RIGHT PEOPLE

Harvard Business Press Hiring new employees is high stakes—and keeping them once they're on board is equally important. Every hiring manager needs straightforward, practical advice on conducting effective interviews, checking references, bringing new hires on board, and then helping them succeed. The You at Work: Hiring and Keeping the Right People article collection provides best practices and tips on evaluating job candidates, ensuring that new hires get the right start, and navigating sticky conversations around raises and employee poaching. What's included: (1) a specially curated collection of eight articles from HBR.org on a range of topics, from interviewing candidates to orienting new hires to responding appropriately when an employee has another job offer; and (2) three tools to help you ask the right interview questions, motivate employees through coaching, and give constructive feedback.

HBR GUIDE TO DELIVERING EFFECTIVE FEEDBACK (HBR GUIDE SERIES)

Harvard Business Review Press Take the stress out of giving feedback. To help your employees meet their goals and fulfill their potential, you need to provide them with regular feedback. But the prospect of sharing potentially negative news can be overwhelming. How do you construct your message so that it's not only well received but also expressed in a way that encourages change? Whether you're commending exemplary work or addressing problem behavior, the HBR Guide to Delivering Effective Feedback provides you with practical advice and tips to transform any performance discussion—from weekly check-ins to annual reviews—into an opportunity for growth and development. You'll learn to: Establish trust with your direct reports Assess their performance fairly Emphasize improvement, even in criticism React calmly to a defensive feedback recipient Recognize and motivate star performers Create individualized development plans 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.

ALIVE AT WORK

THE NEUROSCIENCE OF HELPING YOUR PEOPLE LOVE WHAT THEY DO

Harvard Business Press Poll after poll has confirmed that an astonishing number of workers are disengaged from their work. Why is this happening? And how can we fix the problem? In this bold, enlightening book, social psychologist and professor Daniel M. Cable takes leaders into the minds of workers and reveals the surprising secret to restoring their zest for work. Disengagement isn't a motivational problem, it's a biological one. Humans aren't built for routine and repetition. We're designed to crave exploration, experimentation, and learning—in fact, there's a part of our brains, which scientists have coined "the seeking system," that rewards us for taking part in these activities. But the way organizations are run prevents many of us from following our innate impulses. As a result, we shut down. Things need to change. More than ever before, employee creativity and engagement are needed to win. Fortunately, it won't take an extensive overhaul of your organizational culture to get started. With small nudges, you can personally help people reach their fullest potential. *Alive at Work* reveals: How to encourage people to bring their best selves to work and use their greatest strengths to help your organization flourish How to build creative environments that motivate people to share ideas, work smarter, and embrace change How to enhance people's connection to their work and your customers How to create personalized experiences that help people feel a deeper sense of purpose Filled with fascinating stories from the author's extensive research, *Alive at Work* is the inspirational guide that you need to tap into the passion, creativity, and purpose fizzing beneath the surface of every person who falls under your leadership.

HBR GUIDE TO MANAGING UP AND ACROSS (HBR GUIDE SERIES)

Harvard Business Press ARE YOUR WORKING RELATIONSHIPS WORKING AGAINST YOU? To achieve your goals and get ahead, you need to rally people behind you and your ideas. But how do you do that when you lack formal authority? Or when you have a boss who gets in your way? Or when you're juggling others' needs at the expense of your own? By managing up, down, and across the organization.

Your success depends on it, whether you're a young professional or an experienced leader. The HBR Guide to Managing Up and Across will help you: Advance your agenda—and your career—with smarter networking Build relationships that bring targets and deadlines within reach Persuade decision makers to champion your initiatives Collaborate more effectively with colleagues Deal with new, challenging, or incompetent bosses Navigate office politics

HBR GUIDE TO PROJECT MANAGEMENT (HBR GUIDE SERIES)

Harvard Business Press MEET YOUR GOALS—ON TIME AND ON BUDGET. How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you: Build a strong, focused team Break major objectives into manageable tasks Create a schedule that keeps all the moving parts under control Monitor progress toward your goals Manage stakeholders' expectations Wrap up your project and gauge its success

RADICAL CANDOR

HOW TO GET WHAT YOU WANT BY SAYING WHAT YOU MEAN

Pan Macmillan Featuring a new preface, afterword and Radically Candid Performance Review Bonus Chapter, the fully revised & updated edition of Radical Candor is packed with even more guidance to help you improve your relationships at work. 'Reading Radical Candor will help you build, lead, and inspire teams to do the best work of their lives.' – Sheryl Sandberg, author of Lean In. If you don't have anything nice to say then don't say anything at all . . . right? While this advice may work for home life, as Kim Scott has seen first hand, it is a disaster when adopted by managers in the work place. Scott earned her stripes as a highly successful manager at Google before moving to Apple where she developed a class on optimal management. Radical Candor draws directly on her experiences at these cutting edge companies to reveal a new approach to effective management that delivers huge success by inspiring teams to work better together by embracing fierce conversations. Radical Candor is the sweet spot between managers who are obnoxiously aggressive on the one side and ruinously empathetic on the other. It is about providing guidance, which involves a mix of praise as well as criticism – delivered to produce better results and help your employees develop their skills and increase success. Great bosses have a strong relationship with their employees, and Scott has identified three simple principles for building better relationships with your employees: make it personal, get stuff done, and understand why it matters. Radical Candor offers a guide to those bewildered or exhausted by management, written for bosses and those who manage bosses. Drawing on years of first-hand experience, and distilled clearly to give practical advice to the reader, Radical Candor shows you how to be successful while retaining your integrity and humanity. Radical Candor is the perfect handbook for those who are looking to find meaning in their job and create an environment where people love both their work and their colleagues, and are motivated to strive to ever greater success.

HBR GUIDE TO THINKING STRATEGICALLY (HBR GUIDE SERIES)

Harvard Business Press Bring strategy into your daily work. It's your responsibility as a manager to ensure that your work--and the work of your team--aligns with the overarching objectives of your organization. But when you're faced with competing projects and limited time, it's difficult to keep strategy front of mind. How do you keep your eye on the long term amid a sea of short-term demands? The HBR Guide to Thinking Strategically provides practical advice and tips to help you see the big-picture perspective in every aspect of your daily work, from making decisions to setting team priorities to attacking your own to-do list. You'll learn how to: Understand your organization's strategy Align your team around key objectives Focus on the priorities that matter most Spot trends in your company and in your industry Consider future outcomes when making decisions Manage trade-offs Embrace a leadership mindset

PERFORMANCE REVIEWS (HBR 20-MINUTE MANAGER SERIES)

Harvard Business Review Press Conducting performance reviews can be stressful. But these conversations are critical to your employees' development, allowing you to formally communicate with them about their accomplishments relative to their goals. Performance Reviews guides you through the basics. You'll learn to: Gather and analyze the right information Document your assessment Address performance problems Set challenging goals Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

HBR GUIDE TO BEING A GREAT BOSS

Harvard Business Press 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.

COACHING AND MENTORING

HOW TO DEVELOP TOP TALENT AND ACHIEVE STRONGER PERFORMANCE

Harvard Business Review Press Effective managers know that timely coaching can dramatically enhance their teams' performance. Coaching and Mentoring offers managers comprehensive advice on how to help employees grow professionally and achieve their goals. This volume covers the full spectrum of effective mentoring and the nuts and bolts of coaching. Managers learn how to master special mentoring challenges, improve listening skills, and provide ongoing support to their employees. 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 and are especially valuable for the new manager. To assure quality and accuracy, a specialized content adviser from a world-class business school closely reviews each volume. 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.

PERFORMANCE REVIEWS AND COACHING: THE PERFORMANCE MANAGEMENT COLLECTION (5 BOOKS)

Harvard Business Review Press If you're an executive, manager, or team leader, one of your toughest responsibilities is managing your people's performance. This digital collection, curated by Harvard Business Review, will help you evaluate employee performance, provide coaching, conduct performance reviews, give effective feedback, and more; it includes Dick Grote's How to be Good at Performance Appraisals; Harvard Business Essentials' Performance Management; the HBR Guide to Coaching Employees; and Giving Effective Feedback and Performance Reviews, both from HBR's 20-Minute Manager Series.

HBR GUIDE TO OFFICE POLITICS

Harvard Business Press Every organization has its share of political drama: Personalities clash. Agendas compete. Turf wars erupt. But you need to work productively with your colleagues—even the challenging ones—for the good of your organization and your career. How can you do that without compromising your integrity? By acknowledging that power dynamics and unwritten rules exist—and constructively navigating them. Whether you're a new professional or an experienced one, this guide will teach you how to: (1) Build relationships with difficult people, (2) gain allies and increase your sphere of influence, (3) wrangle resources, (4) move up without alienating your colleagues, (5) avoid power games and petty rivalries, and (6) claim credit when it's due.

HBR GUIDE TO DEALING WITH CONFLICT (HBR GUIDE SERIES)

Harvard Business Review Press While some of us enjoy a lively debate with colleagues and others prefer to suppress our feelings over disagreements, we all struggle with conflict at work. Every day we navigate an office full of competing interests, clashing personalities, limited time and resources, and fragile egos. Sure, we share the same overarching goals as our colleagues, but we don't always agree on how to achieve them. We work differently. We rub each other the wrong way. We jockey for position. How can you deal with conflict at work in a way that is both professional and productive—where it improves both your work and your relationships? You start by understanding whether you generally seek or avoid conflict, identifying the most frequent reasons for disagreement, and knowing what approaches work for what scenarios. Then, if you decide to address a particular conflict, you use that information to plan and conduct a productive conversation. The HBR Guide to Dealing with Conflict will give you the advice you need to: Understand the most common sources of conflict Explore your options for addressing a disagreement Recognize whether you—and your counterpart—typically seek or avoid conflict Prepare for and engage in a difficult conversation Manage your and your counterpart's emotions Develop a resolution together Know when to walk away 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.

GESTIÓN DEL TIEMPO

INCREMENTE SU PRODUCTIVIDAD Y EFICACIA PERSONALES

Grupo Planeta (GBS) Los directivos emplean mucho de su tiempo en atender reuniones, con múltiples interrupciones y sofocar fuegos en lugar de realizar el trabajo real. Gestión del tiempo le ofrece consejos probados y herramientas prácticas para ayudar a los directivos a gestionar su tiempo a fin de incrementar su productividad y eficiencia. Los directivos aprenderán a: - Identificar y priorizar temas - Realizar herramientas de planificación, como plannings diarios, PDAs y listas de control. - Mitigar trabajo sobrecargado y evitar pérdidas de tiempo - Evitar algunos problemas, delegando eficazment.

OWN THE ROOM

DISCOVER YOUR SIGNATURE VOICE TO MASTER YOUR LEADERSHIP PRESENCE

Harvard Business Press Find your signature voice People are drawn to and influenced by leaders who communicate authentically, connect easily with people, and have immediate impact. So how do you become one of them? How can you learn to “own the room”? This book will help you develop your leadership presence. According to Amy Jen Su and Muriel Maignan Wilkins, leadership presence is the ability to consistently and clearly articulate your value proposition while influencing and connecting with others. They offer a simple and compelling framework, as well as practical advice about how you can develop your own personal presence. No matter where you sit in an organization, you can “own the room” if you are able to do two things well: first, demonstrate your authentic value and distinction, and second, connect to others in a positive way. Leaders who are able to be authentic while connecting with and impacting others have what the authors call a “signature voice”—a means of self-expression that is uniquely and distinctly their own. Once you discover and express your own signature voice, you’ll be ready to take your leadership presence to the next level. Filled with real-life stories and examples, Own the Room demystifies the concept of presence and gives you the tools you need to identify and embrace your unique leadership voice—and have a greater impact on the world around you.

HBR GUIDE FOR WOMEN AT WORK (HBR GUIDE SERIES)

Harvard Business Press Make your career what you want it to be. Women regularly face unfair challenges in the workplace—from being passed over for promotion to being ignored in conversation. Unconscious bias and negative assumptions are working against them. As a woman, how can you break through these barriers and get what you want from your career? The HBR Guide for Women at Work will help you identify and overcome the factors that are holding you back. It provides practical tips and advice so you can face gender stereotypes head-on, make yourself visible when opportunities arise, and demonstrate your leadership skills. You'll learn to: Speak up in meetings in a way that ensures your ideas will be heard Wield influence by building the right relationships Advocate for yourself--and for what you want Align yourself with mentors and sponsors to support your growth Show passion without being perceived as "too emotional" Create your unique vision as a leader

UNLOCKING HIGH PERFORMANCE

HOW TO USE PERFORMANCE MANAGEMENT TO ENGAGE AND EMPOWER EMPLOYEES TO REACH THEIR FULL POTENTIAL

Kogan Page Publishers Traditional performance management processes are often ineffective in increasing workforce engagement and fostering a positive employer-employee relationship. The established method of annually scoring employees against a list of static objectives can make employees feel undervalued and frustrated and can hinder, rather than advance, staff development. Unlocking High Performance shows you how to transform this process to get the best out of your workforce. It presents a new model for performance management based on the three components of planning, cultivation and accountability, and situates this process within the wider aims of promoting work as a healthy relationship between employer and employee rather than a restrictive contract to be complied with. Unlocking High Performance equips you with the tools needed to create clear expectations and goals, deliver feedback effectively, and to develop a culture of coaching rather than criticism. This book also provides practical guidance on how to identify and remove obstacles, effectively manage underperformance, and how to get buy-in for change. Packed with tips, tools and examples from organizations including Vistaprint, NVIDIA and South Dakota State University, this book provides everything needed to design a performance management process which will improve employee experience, help them reach their full potential, and ultimately deliver exceptional business results.

BUSINESS CHEMISTRY

PRACTICAL MAGIC FOR CRAFTING POWERFUL WORK RELATIONSHIPS

John Wiley & Sons A guide to putting cognitive diversity to work Ever wonder what it is that makes two people click or clash? Or why some groups excel while others fumble? Or how you, as a leader, can make or break team potential? Business Chemistry holds the answers. Based on extensive research and analytics, plus years of proven success in the field, the Business Chemistry framework provides a simple yet powerful way to identify meaningful differences between people's working styles. Who seeks possibilities and who seeks stability? Who values challenge and who values connection? Business Chemistry will help you grasp where others are coming from, appreciate the value they bring, and determine what they need in order to excel. It offers practical ways to be more effective as an individual and as a leader. Imagine you had a more in-depth understanding of yourself and why you thrive in some work environments and flounder in others. Suppose you had a clearer view on what to do about it so that you could always perform at your best. Imagine you had more insight into what makes people tick and what ticks them off, how some interactions unlock potential while others shut people down. Suppose you could gain people's trust, influence them, motivate them, and get the very most out of your work relationships. Imagine you knew how to create a work environment where all types of people excel, even if they have conflicting perspectives, preferences and needs. Suppose you could activate the potential benefits of diversity on your teams and in your organizations, improving collaboration to achieve the group's collective potential. Business Chemistry offers all of this--you don't have to leave it up to chance, and you shouldn't. Let this book guide you in creating great chemistry!

HOW TO BE GOOD AT PERFORMANCE APPRAISALS

SIMPLE, EFFECTIVE, DONE RIGHT

Harvard Business Press Do you supervise people? If so, this book is for you. One of a manager's toughest—and most important—responsibilities is to evaluate an employee's performance, providing honest feedback and clarifying what they've done well and where they need to improve. In *How to Be Good at Performance Appraisals*, Dick Grote provides a concise, hands-on guide to succeeding at every step of the performance appraisal process—no matter what performance management system your organization uses. Through step-by-step instructions, examples, do-and-don't bullet lists, sample dialogues, and suggested scripts, he shows you how to handle every appraisal activity from setting goals and defining job responsibilities to evaluating performance quality and discussing the performance evaluation face-to-face. Based on decades of experience guiding managers through their biggest challenges, Grote helps answer the questions he hears most often: • How do I set goals effectively? How many goals should someone set? • How do I evaluate a person's behaviors? Which counts more, behaviors or results? • How do I determine the right performance appraisal rating? How do I explain my rating to a skeptical employee? • How do I tell someone she's not meeting my expectations? How do I deliver bad news? Grote also explains how to tackle other thorny performance management tasks, including determining compensation and terminating poor performers. In accessible and useful language, *How to Be Good at Performance Appraisals* will help you handle performance appraisals confidently and successfully, no matter the size or culture of your organization. It's the one book you need to excel at this daunting yet critical task.

HBR GUIDE TO CRAFTING YOUR PURPOSE

Harvard Business Press Stop searching for purpose. Build it. We're living through a crisis of purpose. Surveys indicate that people are feeling less connected to the meaning of their work, asking, "How do I find my purpose?" That's the wrong question. You don't find your purpose—you build it. The *HBR Guide to Crafting Your Purpose* debunks three common myths about purpose: that purpose is found, that you have only one, and that it stays the same over time. Packed with stories, tips, and activities, this book teaches you how to cultivate more meaning in your life and work and endow everything you do with purpose. You'll learn how to: Find the reason behind your work Identify what makes you feel happy and fulfilled Use job crafting to transform your role Build positive, fulfilling relationships Connect your work to service 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 BETTER BUSINESS WRITING (HBR GUIDE SERIES)

Harvard Business Review Press DON'T LET YOUR WRITING HOLD YOU BACK. When you're fumbling for words and pressed for time, you might be tempted to dismiss good business writing as a luxury. But it's a skill you must cultivate to succeed: You'll lose time, money, and influence if your e-mails, proposals, and other important documents fail to win people over. The *HBR Guide to Better Business Writing*, by writing expert Bryan A. Garner, gives you the tools you need to express your ideas clearly and persuasively so clients, colleagues, stakeholders, and partners will get behind them. This book will help you: • Push past writer's block • Grab—and keep—readers' attention • Earn credibility with tough audiences • Trim the fat from your writing • Strike the right tone • Brush up on grammar, punctuation, and usage

THE ART OF SELF-COACHING

Harvard Business Review Press Executive coaching has grown enormously in popularity over the last twenty years, and in the process the field has shifted from serving as a corrective measure for underperformers to helping high-potentials develop fully and allowing stars to continue to up their game. The Art of Self-Coaching is not intended to replace the experience of working one-on-one with a professional coach, but rather to augment the coaching process for active clients, to serve as a resource after a coaching engagement is concluded, and to provide a structured approach to managing one's professional growth and development to the large number of people who lack the opportunity to work directly with a coach. The book starts with a set of principles and practices that comprise the process of self-coaching. It then addresses the topic through a series of chapters aimed at different aspects of personal and professional development: Beginnings, Change, Emotion, Happiness, Resilience, Vulnerability, Unhappiness, Vice, Success, and Endings. Drawing upon recent research in neuroscience, social psychology and other disciplines, The Art of Self-Coaching will help readers better understand and leverage their strengths, address their weaknesses and areas for improvement, and provide a set of tools and conceptual frameworks to guide their ongoing development as people and as professionals.

HBR GUIDE TO BUYING A SMALL BUSINESS

THINK BIG, BUY SMALL, OWN YOUR OWN COMPANY

Harvard Business Review Press Are you looking for an alternative to a career path at a big firm? Does founding your own start-up seem too risky? There is a radical third path open to you: You can buy a small business and run it as CEO. Purchasing a small company offers significant financial rewards—as well as personal and professional fulfillment. Leading a firm means you can be your own boss, put your executive skills to work, fashion a company environment that meets your own needs, and profit directly from your success. But finding the right business to buy and closing the deal isn't always easy. In the HBR Guide to Buying a Small Business, Harvard Business School professors Richard Ruback and Royce Yudkoff help you: Determine if this path is right for you Raise capital for your acquisition Find and evaluate the right prospects Avoid the pitfalls that could derail your search Understand why a "dull" business might be the best investment Negotiate a potential deal with the seller Avoid deals that fall through at the last minute

WHAT MAKES A LEADER? (HARVARD BUSINESS REVIEW CLASSICS)

Harvard Business Press When asked to define the ideal leader, many would emphasize traits such as intelligence, toughness, determination, and vision—the qualities traditionally associated with leadership. Often left off the list are softer, more personal qualities—but they are also essential. Although a certain degree of analytical and technical skill is a minimum requirement for success, studies indicate that emotional intelligence may be the key attribute that distinguishes outstanding performers from those who are merely adequate. Psychologist and author Daniel Goleman first brought the term "emotional intelligence" to a wide audience with his 1995 book of the same name, and Goleman first applied the concept to business with a 1998 classic Harvard Business Review article. In his research at nearly 200 large, global companies, Goleman found that truly effective leaders are distinguished by a high degree of emotional intelligence. Without it, a person can have first-class training, an incisive mind, and an endless supply of good ideas, but he or she still won't be a great leader. The chief components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skill—can sound unbusinesslike, but Goleman found direct ties between emotional intelligence and measurable business results. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles 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—and will have a direct impact on you today and for years to come.

HBR'S 10 MUST READS ON LEADERSHIP, VOL. 2 (WITH BONUS ARTICLE "THE FOCUSED LEADER" BY DANIEL GOLEMAN)

Harvard Business Press Stay on top of your leadership game. Leadership isn't something you're born with or gifted as a reward for an abundance of charisma; true leadership stems from core skills that can be learned. Get more of the leadership ideas you want, from the authors you trust, with HBR's 10 Must Reads on Leadership (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you maximize your own and your organization's performance. With insights from leading experts including Michael D. Watkins, Herminia Ibarra, and Michael E. Porter, this book will inspire you to: Identify areas for personal growth Build trust with and among your employees Develop a more dynamic and sophisticated communication style Try out different leadership styles and behaviors to find the right approach for you--and your organization Transform yourself from a problem solver to an agenda setter Harness the power of connections Become an adaptive and strategic leader This collection of articles includes "Leadership Is a Conversation," by Boris Groysberg and Michael Slind; "How Managers Become Leaders: The Seven Seismic Shifts of Perspective and Responsibility," by Michael D. Watkins; "Strategic Leadership: The Essential Skills," by Paul J.H. Schoemaker, Steve Krupp, and Samantha Howland; "The Authenticity Paradox," by Herminia Ibarra; "'Both/And' Leadership," by Wendy K. Smith, Marianne W. Lewis, and Michael L. Tushman; "Are You a Collaborative Leader?" by Herminia Ibarra and Morten T. Hansen; "Cross-Silo Leadership," by

Tiziana Casciaro, Amy C. Edmondson, and Sujin Jang; "How CEOs Manage Time," by Michael E. Porter and Nitin Nohria; "The Best Leaders Are Great Teachers," by Sydney Finkelstein; "Nimble Leadership," by Deborah Ancona, Elaine Backman, and Kate Isaacs; and "The Focused Leader," by Daniel Goleman.

THE MAKING OF A MANAGER

WHAT TO DO WHEN EVERYONE LOOKS TO YOU

Random House No idea what you're doing? No problem. Good managers are made, not born. Top tech executive Julie Zhuo remembers the moment when she was asked to lead a team. She felt like she'd won the golden ticket, until reality came crashing in. She was just 25 and had barely any experience being managed, let alone managing others. Her co-workers became her employees overnight, and she faced a series of anxiety-inducing firsts, including agonising over whether to hire an interviewee; seeking the respect of reports who were cleverer than her; and having to fire someone she liked. Like most first-time managers, she wasn't given any formal training, and had no resources to turn to for help. It took her years to find her way, but now she's offering you the short-cut to success. This is the book she wishes she had on day one. Here, she offers practical, accessible advice like: · Don't hide thorny problems from your own manager; you're better off seeking help quickly and honestly · Before you fire someone for failure to collaborate, figure out if the problem is temperamental or just a lack of training or coaching · Don't offer critical feedback in a 'compliment sandwich' - there's a better way! Whether you're new to the job, a veteran leader, or looking to be promoted, this is the handbook you need to be the kind of manager you've always wanted.

HBR GUIDES TO EMOTIONAL INTELLIGENCE AT WORK COLLECTION (5 BOOKS) (HBR GUIDE SERIES)

Harvard Business Press Emotional intelligence has been shown to be more important than other competencies in determining outstanding leadership. Emotions drive some of our most critical professional interactions--whether you're inspiring your team to higher performance, persuading your boss to see something from your point of view, dealing with difficult colleagues, or managing your own stress level. Indeed, knowing how to manage emotions has become one of the crucial criteria in hiring and promotion. This specially priced five-volume set includes books from the HBR Guide series on the topics of Emotional Intelligence, Office Politics, Dealing with Conflict, Managing Stress at Work, and Managing Up and Across. You'll learn how to: Monitor and channel your moods and reactions Determine your emotional intelligence strengths and weaknesses Deal with difficult people Understand when to resolve a conflict head-on--and when to let it go Influence others across the organization Build supportive alliances with coworkers and colleagues Handle workplace stress in productive ways 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 BUILDING YOUR BUSINESS CASE

Harvard Business Press "You've got a great idea that will increase revenue or productivity--but how do you get approval to make it happen? By building a business case that clearly shows its value. Maybe you struggle to win support for projects because you're not sure what kind of data your stakeholders will trust, or naysayers always seem to shoot your ideas down at the last minute. Or perhaps you're intimidated by analysis and number crunching, so you just take a stab at estimating costs and benefits, with little confidence in your accuracy. To get any idea off the ground at your company you'll have to make a strong case for it. This guide gives you the tools to do that"--

HBR'S 10 MUST READS ON CHANGE

Harvard Business Press Business.