

Online Library Hbr
Guide To
Coaching Your
Employees

Hbr Guide To Coaching Your Employees

**Don't let
destructive
drama sideline
your career.
Every
organization**

Online Library Hbr
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Employees

**has its share
of political
drama:**

**Personalities
clash. Agendas
compete. Turf
wars erupt.
But you need
to work
productively
with your colle
agues—even**

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difficult ones—for the good of your organization and your career. How can you do that without compromising your personal values? By acknowledging

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**that power
dynamics and
unwritten
rules
exist—and
navigating
them
constructively.
The HBR
Guide to Office
Politics will
help you**

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Employees

**succeed at
work without
being a power
grabber or a
corporate
climber.
Instead you'll
cultivate a
political
strategy that's
authentic to
you. You'll**

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**learn how to:
Gain influence
without losing
your integrity
Contend with
backstabbers
and bullies
Work through
tough
conversations
Manage
tensions when**

Online Library Hbr
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Employees

**resources are
scarce Get
your share of
choice
assignments
Accept that
not all conflict
is bad Arm
yourself with
the advice you
need to
succeed on the**

Online Library Hbr
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Employees

**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**

Online Library Hbr
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challenges.

**The one
primer you
need to
develop your
managerial
and leadership
skills. Whether
you're a new
manager or
looking to
have more**

Online Library Hbr
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Employees

**influence in
your current
management
role, the
challenges you
face come in
all shapes and
sizes—a direct
report's
anxious
questions,
your boss's**

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Employees

**last-minute
assignment of
an important
presentation,
or a blank
business case
staring you in
the face. To
reach your full
potential in
these
situations, you**

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Coaching Your
Employees
**need to master
a new set of
business and
personal skills.
Packed with
step-by-step
advice and
wisdom from
Harvard
Business
Review's
management**

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Coaching Your
Employees
**archive, the
HBR**

**Manager's
Handbook
provides best
practices on
topics from
understanding
key financial
statements
and the
fundamentals**

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**of strategy to
emotional
intelligence
and building
your
employees'
trust. The
book's brief
sections allow
you to home in
quickly on the
solutions you**

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**need right
away—or take
a deeper dive
if you need
more context.
Keep this
comprehensive
guide with you
throughout
your career
and be a more
impactful**

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**leader in your
organization.**

**In the HBR
Manager's
Handbook**

**you'll find: -
Step-by-step
guidance
through
common
managerial
tasks - Short**

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**sections and
chapters that
you can turn
to quickly as a
need arises - S
elf-
assessments
throughout -
Exercises and
templates to
help you
practice and**

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**apply the
concepts in
the book -
Concise
explanations
of the latest
research and
thinking on
important
management
skills from
Harvard**

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Business
Employees

**Review experts
such as Dan
Goleman,
Clayton
Christensen,
John Kotter,
and Michael
Porter - Real-
life stories
from working
managers -**

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Coaching Your
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**Recaps and
action items at
the end of
each chapter
that allow you
to reinforce or
review the
ideas quickly
The skills
covered in the
book include: -
Transitioning**

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**into a
leadership role
- Building
trust and
credibility -
Developing
emotional
intelligence -
Becoming a
person of
influence -
Developing**

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Employees

**yourself as a
leader - Giving
effective
feedback -
Leading teams
- Fostering
creativity -
Mastering the
basics of
strategy -
Learning to
use financial**

Online Library Hbr
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Coaching Your
tools -
Employees

**Developing a
business case
Make your
career what
you want it to
be. Women
regularly face
unfair
challenges in
the workplace-
-from being**

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Employees

**passed over
for promotion
to being
ignored in
conversation.
Unconscious
bias and
negative
assumptions
are working
against them.
As a woman,**

Online Library Hbr
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Coaching Your
Employees

**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**

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**the factors
that are
holding you
back. It
provides
practical tips
and advice so
you can face
gender
stereotypes
head-on, make
yourself visible**

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when opportunities arise, and demonstrate your leadership skills. You'll learn to: Speak up in meetings in a way that ensures your

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Employees

**ideas will be
heard Wield
influence by
building the
right
relationships
Advocate for
yourself--and
for what you
want Align
yourself with
mentors and**

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Coaching Your
Employees

**sponsors to
support your
growth Show
passion
without being
perceived as
"too
emotional"
Create your
unique vision
as a leader
When asked to**

Online Library Hbr
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Employees

**define the
ideal leader,
many would
emphasize
traits such as
intelligence,
toughness,
determination,
and
vision—the
qualities
traditionally**

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Coaching Your
**associated
with**
Employees

**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**

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Employees

**distinguishes
outstanding
performers
from those
who are
merely
adequate.**

**Psychologist
and author
Daniel**

**Goleman first
brought the**

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Employees

term

**"emotional intelligence"
to a wide audience with his 1995 book of the same name, and Goleman first applied the concept to business with**

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Coaching Your
a 1998 classic
Employees
Harvard

Business

Review article.

In his research

at nearly 200

large, global

companies,

Goleman

found that

truly effective

leaders are

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Employees

**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 inte
lligence—self-
awareness,
self-
regulation,
motivation,**

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Coaching Your
**empathy, and
Employees
social**

**skill—can
sound unbusin
esslike, but
Goleman
found direct
ties between
emotional
intelligence
and
measurable**

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Employees

**business
results. The
Harvard
Business
Review
Classics series
offers you the
opportunity to
make seminal
Harvard
Business
Review articles**

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Employees

**a part of your
permanent
management
library. Each
highly
readable
volume
contains a gro
undbreaking
idea that
continues to
shape best**

Online Library Hbr
Guide To

Coaching Your
**practices and
inspire**

**countless
managers
around the
world—and
will have a
direct impact
on you today
and for years
to come.**

Getting Along

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**What Makes a
Leader?**

**(Harvard
Business
Review**

Classics)

**HBR Guide to
Dealing with
Conflict (HBR
Guide Series)**

**HBR Guide to
Buying a Small**

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**Business
Harvard
Business
Review Guides
Ultimate
Boxed Set (16
Books)**

Are your employees meeting their goals? Is their work improving over time?

Understanding where

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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

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Employees
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

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Coaching Your Employees

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

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Coaching Your Employees

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

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Coaching Your
Employees
from leading experts,
the HBR Guides
provide smart
answers to your most
pressing work
challenges.

Named one of "22
new books...that you
should consider
reading before the
year is out" by
Fortune A research-

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Coaching Your Employees

based, practical guide for how to handle difficult people at work. Work relationships can be hard. The stress of dealing with difficult people dampens our creativity and productivity, degrades our ability to think clearly and

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make sound decisions, and causes us to disengage. We might lie awake at night worrying, withdraw from work, or react in ways we later regret—rolling our eyes in a meeting, snapping at colleagues, or staying silent when we should

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speaking up. Too often we grin and bear it as if we have no choice. Or throw up our hands because one-size-fits-all solutions haven't worked. But you can only endure so much thoughtless, irrational, or malicious behavior—there's

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your sanity to consider, and your career. In Getting Along, workplace expert and Harvard Business Review podcast host Amy Gallo identifies eight familiar types of difficult coworkers—the insecure boss, the

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passive-aggressive peer, the know-it-all, the biased coworker, and others—and provides strategies tailored to dealing constructively with each one. She also shares principles that will help you turn things around, no matter who you're at

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Coaching Your Employees

odds with. Taking the high road isn't easy, but Gallo offers a crucial perspective on how work relationships really matter, as well as the compassion, encouragement, and tools you need to prevail—on your terms. She answers

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questions such as:

Why can't I stop thinking about that nasty email?! What's behind my problem colleague's behavior? How can I fix things if they won't cooperate? I've tried everything—what now? Full of relatable, sometimes cringe-

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worthy examples, the latest behavioral science research, and practical advice you can use right now, *Getting Along* is an indispensable guide to navigating your toughest relationships at work—and building interpersonal

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Guide To
Coaching Your
resilience in the
Employees
process.

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

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Employees
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

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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

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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

Don't wait for
someone else to

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manage your career.

Career paths are far
from straightforward.

HBR Guides to
Managing Your
Career Collection
offers the ideas and
strategies to help you
take charge of your
career and reach your
highest
potential--both in

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Employees
and outside of work.

Included in this six-
book set are HBR
Guide to Your
Professional Growth,
HBR Guide to Work-
Life Balance, HBR
Guide to Getting the
Mentoring You
Need, HBR Guide to
Managing Up and
Across, HBR Guide

Online Library Hbr Guide To

Coaching Your
Employees
to Office Politics, and
HBR Guide to

Changing Your
Career. You'll learn
how to: Clarify your
professional passions
Think strategically
about career changes
Recognize when it's
time for a new
challenge Find the
right mentors to help

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you grow and move ahead Set boundaries and manage your time Deal with difficult managers Navigate your work culture and its politics The workplace is a complex arena to navigate, yet with advice from HBR's

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Experts, you will be
able to surpass any

professional obstacle.

No matter where you
are in your career, the

HBR Guides to

Managing Your

Career Collection will

help you plan your

next steps and push

yourself forward to

the next level.

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Employees

HBR Guide to
Leading Teams (HBR
Guide Series)

HBR Guides to
Performance
Management

Collection (4 Books)
(HBR Guide Series)

HBR Guide to
Thinking Strategically
(HBR Guide Series)

HBR Guide to

Online Library Hbr
Guide To
Coaching Your
Persuasive
Employees
Presentations

HBR Guides to
Building Your
Strategic Skills
Collection (3 Books)

Help your people
reach their potential.
As a manager, it's
your responsibility to
ensure your team is
motivated and
performing at a high

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Coaching Your Employees

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

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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:

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Coaching Your Employees

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

Online Library Hbr Guide To

Coaching Your
performers Create a
culture of
Employees

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

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work challenges.

Great teams don't just happen. How often have you sat in team meetings complaining to yourself, "Why does it take forever for this group to make a simple decision?"

What are we even trying to achieve?"

As a team leader, you have the power to

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improve things. It's up to you to get people to work well together and produce results. Written by team expert Mary Shapiro, the HBR Guide to Leading Teams will help you avoid the pitfalls you've experienced in the past by focusing on the often-neglected people

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Coaching Your
Employees

side of teams. With
practical exercises,

guidelines for
structured team
conversations, and
step-by-step advice,
this guide will help
you: Pick the right
team members Set
clear, smart goals
Foster camaraderie
and cooperation Hold
people accountable
Address and correct

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Coaching Your
Employees
bad behavior Keep
your team focused

and motivated

Managing the human
side of work

Research by Daniel
Goleman, a

psychologist and

coauthor of Primal

Leadership, has

shown that emotional
intelligence is a more

powerful

determinant of good

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leadership than technical competence, IQ, or vision. Influencing those around us and supporting our own well-being requires us to be self-aware, know when and how to regulate our emotional reactions, and understand the emotional responses of those around us.

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No wonder emotional intelligence has become one of the crucial criteria in hiring and promotion. But luckily it's not just an innate trait:

Emotional intelligence is composed of skills that all of us can learn and improve on. In this guide,

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Employees
you'll learn how to:
Determine your

emotional
intelligence
strengths and
weaknesses

Understand and
manage your
emotional reactions

Deal with difficult
people Make smarter
decisions Bounce
back from tough
times Help your team

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Employees
develop emotional
intelligence 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.

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This big initiative could make or break this fiscal year--or your career.

Managing a successful strategic initiative may be the key to transforming your company--and propelling your career forward. Yet running a cross-functional team on a high-profile project

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can present a multitude of challenges and risks, causing even the most experienced manager to struggle. The HBR Guide to Managing Strategic Initiatives provides practical tips and advice to help you manage all the stages of an initiative's life cycle,

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Coaching Your
Employees
from buy-in to launch
to scaling up. You'll

learn how to:

Win--and

keep--support for
your new initiative

Move rapidly from
approval to

implementation

Assemble

transformative, high-
performing initiative

teams Maintain the

confidence of

Online Library Hbr Guide To Coaching Your sponsors and Employees

stakeholders Stay on
schedule and within
budget Avoid
initiative overload by
killing projects that
aren't meeting
business needs Keep
multiple initiatives in
strategic alignment
Arm yourself with
the advice you need
to succeed on the
job, from a source

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Coaching Your
Employees
you trust. Packed
with how-to

essentials from
leading experts, the
HBR Guides provide
smart answers to
your most pressing
work challenges.

HBR Guide to
Coaching Employees

HBR Guide to
Crafting Your
Purpose

Coaching with

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Coaching Your
Employees
Compassion for
Lifelong Learning
and Growth

HBR Guide to
Getting the
Mentoring You Need
How to Work with
Anyone (Even
Difficult People)

**There are four
distinct types of
managers. One
performs much**

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worse than the rest, and one performs far better. Which type are you? Based on a first-of-its-kind, wide-ranging global study of over 9,000 people, analysts at the global research and advisory firm Gartner were able

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**to classify all
managers into one
of four types: •**

**Teacher managers,
who develop
employees' skills
based on their own
expertise and
direct their
development along
a similar track to
their own. •**

Cheerleader

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Employees

**managers, who
give positive
feedback while
taking a general
hands-off
approach to
employee
development. •**

**Always-on
managers, who
provide constant,
frequent feedback
and coaching on**

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Coaching Your
Employees
**all aspects of the
employee's
performance. •**

**Connector
managers, who
provide feedback
in their area of
expertise while
connecting
employees to
others in the team
or organization
who are better**

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Employees

**suited to address
specific needs.**

**Although the four
types of managers
are more or less
evenly distributed,
the Connector
manager
consistently
outperforms the
others by a
significant margin.
Meanwhile, Always-**

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on managers tend to see their employees struggle to grow within the organization. Why is that? Drawing on their groundbreaking data-driven research, as well as in-depth case studies and

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extensive interviews with managers and employees at companies like IBM, Accenture, and eBay, the authors show what behaviors define a Connector manager, and why they are able to build powerhouse

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teams. They also show why other types of managers fail to be equally effective, and how they can incorporate behaviors of Connector managers in order to be more effective at building teams.

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**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?**

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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,

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Employees
**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

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Employees

**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**

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**office politics
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,**

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Coaching Your
Employees
**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.**

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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

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Employees
**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**

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Employees
**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**

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Employees

**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**

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Guide To
Coaching Your
your search
Employees

**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**

**HBR Guide to
Project**

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Coaching Your
Employees
**Management (HBR
Guide Series)**

**HBR Guide to
Motivating People
(HBR Guide
Series)**

**HBR Guides to
Emotional
Intelligence at
Work Collection (5
Books) (HBR
Guide Series)**

Think Big, Buy

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Guide To

Coaching Your
Small, Own Your
Own Company

HBR Guide to Your
Professional
Growth

Don't wait for someone else to manage your career. The days of HR-sponsored development plans are over.

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Coaching Your Employees

Managing your career--and the skills you need to be successful--is your responsibility. If you're looking to push yourself to the next level, it can be hard to determine where to start. The HBR Guide to Your

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Professional
Employees

Growth will be your coach, transforming your abstract hopes and ideas into a concrete action plan. No matter where you are in your career, this guide will help you:

Assess your

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Employees

current skills--and
acquire new ones

Elicit feedback you
can use Set

meaningful--and
achievable--goals

Make time for
learning Play to

your strengths

Identify your next
challenge Arm

yourself with the

Online Library Hbr Guide To Coaching Your Employees

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.

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Effective
Employees

managers know
that timely
coaching can
dramatically
enhance their
teams'
performance.
Coaching and
Mentoring offers
managers
comprehensive

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Coaching Your
Employees
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

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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

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comprehensive
advice, personal
coaching,
background
information, and
guidance on the
most relevant
topics in business.
Drawing on rich
content from
Harvard Business
School Publishing

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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

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Employees
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

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professional
looking to broaden
your knowledge
base, these
solution-oriented
books put reliable
answers at your
fingertips.

If you manage a
team, you need to
be able to

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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

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Coaching Your Employees

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

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Guide series on
the topics of
Performance
Management,
Coaching
Employees,
Delivering
Effective
Feedback, and
Leading Teams.
You'll learn how to:
Set--and

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Coaching Your
Employees
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

Online Library Hbr Guide To

Coaching Your
Employees
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

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Coaching Your
Employees

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

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work challenges.

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

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Coaching Your Employees

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

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Coaching Your
Thinking
Employees

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

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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

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Coaching Your
Employees
company and in
your industry

Consider future
outcomes when
making decisions

Manage trade-offs

Embrace a

leadership mindset

The 17 Skills

Leaders Need to

Stand Out

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Guide To

Coaching Your
Employees

Coaching People
The Unspoken
Rules

Secrets to Starting
Your Career Off
Right

*The perfect gift for
aspiring leaders: 16
volumes of HBR Guide.
This 16-volume,*

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Employees

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

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Guide To

*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*

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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.

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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

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Guide To

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Employees

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.

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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*

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Employees

trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Stop running on empty. Every day you juggle the many components that fill your life.

Between work and family commitments,

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*Coaching Your
Employees*

*volunteer work, hobbies,
and managing your
physical and mental
health, it's easy to feel
overwhelmed and that
you're letting someone
down or neglecting
some aspect of your
life. But you can find
ways to honor all of
your commitments
without collapsing. The
HBR Guide to Work-
Life Balance will help*

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Guide To

Coaching Your
Employees

*you: Evaluate and
adjust your priorities*

Manage expectations

Set and spend your time

*budget Make plans--and
backup plans*

*Understand how to
make trade-offs*

Prioritize self-care

*Discover what works
for you*

*If you aren't working
with a strategy, you're
wasting your time.*

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Guide To

Coaching Your
Employees

Strategy isn't just a set of plans handed down from the C-suite. To grow as a leader, you need to understand your company's strategy and align your thinking, projects, and team with organizational goals and vision. Master these abilities with the HBR Guides to Building Your Strategic Skills Collection. This three-

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*book set, which includes
the HBR Guide to
Thinking Strategically,
the HBR Guide to
Managing Strategic
Initiatives, and the
HBR Guide to Setting
Your Strategy, will help
you change the way you
think about your work,
manage your most
important priorities,
and craft a strategy for
long-term growth.*

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You'll learn how to:

*Understand what
strategy is--and what it
isn't Define a clear
strategy, whether you're
in a start-up or in an
established business*

*Manage a portfolio of
strategic projects*

*Embed strategic
thinking into your daily
tasks and decision*

*making Align your
team around key*

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Coaching Your Employees

objectives Let go of work that doesn't add value Communicate strategy throughout your organization Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your

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most pressing work
Employees
challenges.

*How to Develop Top
Talent and Achieve
Stronger Performance
Expert Solutions to
Everyday Challenges
HBR Guide to Being a
Great Boss*

*You at Work: Hiring
and Keeping the Right
People*

*HBR Guide to
Managing Strategic*

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Guide To
Coaching Your
Initiatives

A Wall Street
Journal Bestseller
"...this guide
provides readers
with much more
than just early
careers advice; it
can help
everyone from
interns to CEOs."
— a Financial
Times top title

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You've landed a job. Now what? No one tells you how to navigate your first day in a new role. No one tells you how to take ownership, manage expectations, or handle workplace politics. No one tells you how to

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get promoted.

The answers to these professional unknowns lie in the unspoken rules—the certain ways of doing things that managers expect but don't explain and that top performers do

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but don't realize.
The problem is,
these rules aren't
taught in school.
Instead, they get
passed down over
dinner or from
mentor to
mentee, making
for an unlevel
playing field, with
the insiders
getting ahead

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and the outsiders stumbling along through trial and error. Until now. In this practical guide, Gorick Ng, a first-generation college student and Harvard career adviser, demystifies the unspoken rules of work. Ng distills

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the wisdom he has gathered from over five hundred interviews with professionals across industries and job types about the biggest mistakes people make at work. Loaded with frameworks,

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checklists, and talking points, the book provides concrete strategies you can apply immediately to your own situation and will help you navigate inevitable questions, such as: How do I

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Employees
manage my time
in the face of
conflicting
priorities? How
do I build
relationships
when I'm
working
remotely? How
do I ask for help
without looking
incompetent or
lazy? The

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Unspoken Rules is the only book you need to perform your best, stand out from your peers, and set yourself up for a fulfilling career.

MEET YOUR GOALS—ON TIME AND ON BUDGET. How do

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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

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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

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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

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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

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Wrap up your project and gauge its success. 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.

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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

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Employees

encourages
change? Whether
you're
commending
exemplary work
or addressing
problem
behavior, the
HBR Guide to
Delivering
Effective
Feedback
provides you with

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Employees
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

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Guide To

Coaching Your
Employees
with your direct
reports Assess

their

performance

fairly Emphasize

improvement,

even in criticism

React calmly to a

defensive

feedback

recipient

Recognize and

motivate star

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Guide To
Coaching Your
performers
Employees

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,

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the HBR Guides provide smart answers to your most pressing work challenges. While some of us enjoy a lively debate with colleagues and others prefer to suppress our feelings over disagreements,

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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

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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

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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

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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

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Employees
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

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Employees

conflict Explore
your options for

addressing a
disagreement

Recognize
whether

you—and your co
unterpart—typica
lly seek or avoid

conflict Prepare
for and engage in
a difficult

conversation

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Coaching Your
Manage your and
your
Employees

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

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Employees
business. Packed
with how-to

essentials from
leading experts,
the HBR Guides
provide smart
answers to your
most pressing
work challenges.

HBR Guide to
Getting the Right
Work Done (HBR
Guide Series)

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Guide To
Coaching Your
The Connector
Manager

The Harvard
Business Review
Manager's
Handbook
HBR Guide to
Delivering
Effective
Feedback (HBR
Guide Series)
HBR Guide for
Women at Work

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Coaching Your
(HBR Guide
Employees
Series)

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-

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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.

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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

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Coaching Your
School of
Employees

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,

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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

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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

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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

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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

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Coaching Your Employees

all of us think about
and practice what
we do when we try
to help.

Emotional
intelligence has
been shown to be
more important
than other
competencies in
determining
outstanding

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Guide To
Coaching Your
leadership.
Employees

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,

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Coaching Your Employees

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-

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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

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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

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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

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trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Hiring new employees is high

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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,

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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

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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

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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

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constructive
feedback.

DON'T LET YOUR
FEAR OF
FINANCE GET IN
THE WAY OF
YOUR SUCCESS

Can you prepare a
breakeven analysis?
Do you know the
difference between
an income statement

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and a balance
sheet? Or

understand why a
business that's
profitable can still
go belly-up? Has
your grasp of your
company's numbers
helped—or
hurt—your career?
Whether you're
new to finance or

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you just need a refresher, this go-to guide will give you the tools and confidence you need to master the fundamentals, as all good managers must. The HBR Guide to Finance Basics for Managers will help

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you: Learn the language of finance
Compare your firm's financials with rivals' Shift your team's focus from revenues to profits Assess your vulnerability to industry downturns Use financial data to defend budget

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Guide To

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Employees

requests Invest
smartly through
cost/benefit analysis

HBR Guide to
Better Business
Writing (HBR
Guide Series)

HBR Guide to
Coaching
Employees (HBR
Guide Series)

HBR Guide to

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Employees

Managing Up and
Across (HBR Guide
Series)

HBR Guide to
Finance Basics for
Managers (HBR
Guide Series)

HBR Guide to
Emotional
Intelligence (HBR
Guide Series)

Are you a good

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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

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*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*

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*Coaching Your
Employees*
*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*

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*Coaching Your
Employees*
*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*

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Coaching Your
colleague Arm
Employees

*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*

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*answers to your
most pressing
work challenges.*

**IS YOUR
WORKLOAD
SLOWING
YOU—AND YOUR
CAREER—DOWN
? Your inbox is
overflowing.**

*You're paralyzed
because you have*

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Employees

*too much to do
but don't know
where to start.
Your to-do list
never seems to
get any shorter.
You leave work
exhausted but
have little to show
for it. It's time to
learn how to get
the right work*

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*done. In the HBR
Guide to Getting
the Right Work
Done, you'll
discover how to
focus your time
and energy where
they will yield the
greatest reward.
Not only will you
end each day
knowing you*

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Employees

*made
progress—your
improved
productivity will
also set you apart
from the pack.
Whether you're a
new professional
or an experienced
one, this guide
will help you:
Prioritize and stay*

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*Coaching Your
Employees*
*focused Work less
but accomplish
more Stop bad
habits and
develop good ones
Break
overwhelming
projects into
manageable
pieces Conquer e-
mail overload
Write to-do lists*

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Employees*

*that really work
Resource added
for the Human
Resources
program 101161.
Find the right
person to help
supercharge your
career. Whether
you're eyeing a
specific
leadership role,*

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*hoping to advance
your skills, or
simply looking to
broaden your
professional
network, you need
to find someone
who can help.*

*Wait for a senior
manager to come
looking for
you—and you'll*

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*probably be
waiting forever.
Instead, you need
to find the
mentoring that
will help you
achieve your
goals. Managed
correctly,
mentoring is a
powerful and
efficient tool for*

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Employees
moving up. The
HBR Guide to

*Getting the
Mentoring You
Need will help
you get it right.
You'll learn how
to: • Find new
ways to stand out
in your
organization • Set
clear and realistic*

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Employees

*development
goals • Identify
and build
relationships with
influential
sponsors • Give
back and bring
value to mentors
and senior
advisers •
Evaluate your
progress in*

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Employees

*reaching your
professional goals*

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Career Collection

(6 Books)

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Mentoring

Helping People

Change

HBR Guide to

Work-Life Balance

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Employees

*HBR Guide to
Office Politics
(HBR Guide
Series)*

**Discusses how
readers can make
persuasive
presentations
that inspire
action, engage
the audience,
and sell ideas.
HBR Guide to**

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Guide To
Coaching Your
**Performance
Management (HBR
Guide Series)
Why Some Leaders
Build
Exceptional
Talent - and
Others Don't**