

Hbr Guide To Leading Teams

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

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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 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 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 bad behavior Keep your team focused and motivated

Teams have more talent and experience, more diverse resources, and greater operating flexibility than individual performers. So why do so many teams either struggle

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*unpleasantly toward an unsatisfactory conclusion-or, worse, crash and burn shortly after launch? J. Richard Hackman, one of the world's leading experts on group and organizational behavior, argues that the answer to this puzzle is rooted in flawed thinking about team leadership. It is not a leader's management style that determines how well a team performs, but how well a leader designs and supports a team so that members can manage themselves. According to Hackman, cookie-cutter formulas and prescribed leadership styles often backfire because they place far too much emphasis on the leader as the primary cause of team behavior. In *Leading Teams*, he identifies the key conditions that any leader can put in place to increase the likelihood of team success-regardless of his or her personality or preferred style of operating. Through extensive research and compelling examples ranging from orchestras to economic analysts to airline cockpit crews, Hackman identifies five conditions that set the stage for great performances: a real team, a compelling direction, an enabling team structure, a*

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supportive organizational context, and the availability of competent coaching. *Leading Teams* outlines what leaders can do to structure, support, and guide teams in a way that

- enhances the social processes essential to collective work;
- builds shared commitment, skills, and task-appropriate coordination strategies;
- helps members troubleshoot problems and spot emerging opportunities; and
- captures experiences and translates them into shared knowledge.

Out of these conditions, Hackman argues, the very best teams emerge—teams that exceed client expectations, grow in capability over time, and contribute to the learning and personal fulfillment of individual members. Authoritative, practical, and astutely realistic, *Leading Teams* offers a new and provocative way of thinking about and leading work teams in any organizational setting.

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Bring strategy into your daily work. It's your

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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

HBR Guide to Setting Your Strategy

HBR Guide to Collaborative Teams (HBR Guide Series)

HBR Guide to Thinking Strategically (HBR Guide Series)

Harvard Business Review Guides Ultimate Boxed Set (16 Books)

HBR Guide to Making Every Meeting Matter (HBR Guide Series)

Don't wait for someone else to 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 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 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 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 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.

Find the right person to help supercharge your career. Whether you're eyeing a specific leadership role, 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 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 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 development goals
- Identify and build relationships with influential sponsors
- Give back and bring value to mentors and senior advisers
- Evaluate your progress in reaching your professional goals

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.

Resource added for the Human Resources program 101161.

HBR Guide to Dealing with Conflict (HBR Guide Series)

HBR Guide to Leading Teams

HBR Guide to Better Business Writing (HBR Guide Series)

HBR Guide to Coaching Employees

HBR Guide to Negotiating (HBR Guide Series)

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.

Break down the barriers to effective collaboration. For cross-functional projects to work, you need to bring together diverse ideas and resources from across your organization. But office politics, conflicting objectives, and lack of clear authority can get in the way. The HBR Guide to Collaborative Teams provides practical tips and advice to help you collaborate more effectively. Whether you're leading your own direct reports or building a talented group from disparate parts of your organization, you'll discover how to align others' goals and skills so you can solve problems as a team and deliver great results. You'll learn to: Develop a shared purpose Bust departmental silos Lead employees who don't report to you Overcome conflict and turf wars Prevent collaborative overload and fatigue Use the right tools for virtual information sharing 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.

Forget about the hard bargain. Whether you're discussing the terms of a high-stakes deal, forming a key partnership, asking for a raise, or planning a family event, negotiating can be stressful. One person makes a demand, the other concedes a point. In the end, you settle on a subpar solution in the middle—if you come to any agreement at all. But these discussions don't need to be win-or-lose situations. Written by negotiation expert Jeff Weiss, the HBR Guide to Negotiating provides a disciplined approach to finding a solution that works for everyone involved. Using a seven-part framework, this book delivers tips and advice to move you from a game of concessions and compromises to one of collaboration and creativity, resulting in better outcomes and better working relationships. You'll learn how to: Prepare for your conversation Understand everyone's interests Craft the right message Work with multiple parties Disarm aggressive negotiators Choose the best solution

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 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. 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, 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 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.

HBR Guide to Motivating People (HBR Guide Series)

HBR Guide to Making Better Decisions

HBR Guide to Leading Teams (HBR Guide Series)

HBR Guide to Getting the Mentoring You Need

Summary of Mary Shapiro's HBR Guide to Leading Teams

Set your company up for long-term success. Every company needs a strategy. A focused strategy aligns decision making throughout the

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organization and helps establish a competitive edge in the marketplace. But with so many options to consider, how do you define a unique strategy that will ensure growth? Whether you're starting a business from scratch or leading an existing company facing new threats, this book offers the direction you need. The HBR Guide to Setting Your Strategy provides practical tips and advice that break down the process of crafting strategy so you can identify the areas your company should build on to help it thrive long into the future. You'll learn to: Understand what strategy is—and what it isn't Define where you'll play and how you'll win Conduct more-effective strategic discussions with your team Test your strategy before you implement it Communicate your strategy to key stakeholders Ensure your strategy is flexible and adaptable Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

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. An organisation's fate hinges on its CEO—right? Not according to the authors of *Senior Leadership Teams*. They argue that in today's world of neck-snapping change, demands on leaders in top roles are rapidly outdistancing the capabilities of any one person - no matter how talented. Result? Chief executives are turning to their enterprise's senior leaders for help. Yet many CEOs stumble when creating a leadership team. One major challenge is that senior executives often focus more on their individual roles than on the top team's shared work. Without the CEO's careful attention to setting the team up correctly, these high-powered managers often have difficulty pulling together to move their organisation forward.*

Sometimes they don't even agree about what constitutes the right path forward. The authors explain how to determine whether your organisation needs a senior leadership team. Then, drawing on their study of 100+ top teams from around the world, they explain how to create a clear and compelling purpose for your team, get the right people on it, provide structure and support, and sharpen team members' competencies - and your own. Timely and practical, this book enables you to create and sustain a leadership team whose members learn from one another while collaborating to pursue your company's objectives.

Please note: This is a companion version & not the original book. Sample Book Insights: #1 To achieve the diversity sweet spot you're aiming for, you must first envision the results you want, and then determine what strengths and capabilities you'll need to achieve them. Don't add another team member who excels at the same thing. #2 The best teams are made up of a variety of people with complementary skills who are committed to a common purpose, set of performance goals, and approach. #3 The larger the team, the more difficult it is to find meeting times, the longer it takes to make decisions, and the tougher it is to manage information and work flow. So bring together the smallest number of people necessary to provide the skills and perspectives you need. #4 To reevaluate your team, list the skills

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and types of expertise you'll need to tackle the team's responsibilities. Then identify the fewest number of people who can cover most of those requirements.

HBR's 10 Must Reads on Teams (with featured article "The Discipline of Teams," by Jon R. Katzenbach and Douglas K. Smith)

The 3 Imperatives for Becoming a Great Leader

HBR Guide to Emotional Intelligence (HBR Guide Series)

HBR Guide to Project Management (HBR Guide Series)

The Harvard Business Review Manager's Handbook

Learn how to make better; faster decisions. You make decisions every day--from prioritizing your to-do list to choosing which long-term innovation projects to pursue. But most decisions don't have a clear-cut answer, and assessing the alternatives and the risks involved can be overwhelming. You need a smarter approach to making the best choice possible. The HBR Guide to Making Better Decisions provides practical tips and advice to help you generate more-creative ideas, evaluate your alternatives fairly, and make the final call with confidence. You'll learn how to: Overcome the cognitive biases that can skew your thinking Look at problems in new ways Manage the trade-offs between options Balance data with your judgment React appropriately when you've made a bad choice Communicate your decision--and overcome any resistance Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts,

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Guides provide smart answers to your most pressing work challenges.

Leading any team involves managing people, technical oversight, and project administration, but leaders of virtual teams perform these functions from afar. *Leading Virtual Teams* guides you through the basics of: Connecting your people to each other--and to the team's mission; Surmounting language, distance, and technology barriers; Identifying and using the right communication channels; 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 get 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.

Don't wait for someone else to manage your career. The days of HR-sponsored development plans are over. 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 Professional 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 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 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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HBR Guides provide smart answers to your most pressing work challenges. Make every minute count. Your calendar is full, and yet your meetings don't always seem to advance your work. Problems often arise with unrealistic or vague agendas, off-track conversations, tuned-out participants who don't know why they're there, and follow-up that no one reads—or acts on. Meetings can feel like a waste of time. But when you invest a little energy in preparing yourself and your participants, you'll stay focused, solve problems, gain consensus, and leave each meeting ready to take action. With input from over 200 experts combined with useful checklists, sample agendas, and follow-up memos, the HBR Guide to Making Every Meeting Matter will teach you how to: Set and communicate your meeting purpose Invite the right people Prepare an achievable agenda Moderate a lively conversation Regain control of a wayward meeting Ensure follow-through without babysitting or haranguing Arm yourself with the advice you need to succeed on the job, from a source you can trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

HBR Guide to Performance Management (HBR Guide Series)

HBR Guide to Delivering Effective Feedback (HBR Guide Series)

Leading Teams

HBR Guides to Managing Your Career Collection (6 Books)

HBR's 10 Must Reads for New Managers (with bonus article "How Managers Become Leaders" by Michael D. Watkins) (HBR's 10 Must Reads)

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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

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 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

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life cycle, 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 sponsors and 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 you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart 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 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 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 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 focused Work less but accomplish more

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Stop bad habits and develop good ones
Break overwhelming projects into manageable pieces
Conquer e-mail overload
Write to-do lists that really work

You never dreamed being the boss would be so hard. You're caught in a web of conflicting expectations from subordinates, your supervisor, peers, and customers. You're not alone. As Linda Hill and Kent Lineback reveal in *Being the Boss*, becoming an effective manager is a painful, difficult journey. It's trial and error, endless effort, and slowly acquired personal insight. Many managers never complete the journey. At best, they just learn to get by. At worst, they become terrible bosses. This new book explains how to avoid that fate, by mastering three imperatives:

- **Manage yourself:** Learn that management isn't about getting things done yourself. It's about accomplishing things through others.
- **Manage a network:** Understand how power and influence work in your organization and build a network of mutually beneficial relationships to navigate your company's complex political environment.
- **Manage a team:** Forge a high-performing "we" out of all the "I"s who report to you.

Packed with compelling stories and practical guidance, *Being the Boss* is an indispensable guide for not only first-time managers but all managers seeking to master the most daunting

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challenges of leadership.

Being the Boss

HBR Guide to Being a Great Boss

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

What It Takes to Make Them Great

HBR Guide to Managing Up and Across (HBR Guide Series)

In *The Discipline of Teams*, Jon Katzenbach and Douglas Smith explore the often counter-intuitive features that make up high-performing teams—such as selecting team members for skill, not compatibility—and explain how managers can set specific goals to foster team development. The result is improved productivity and teams that can be counted on to deliver more than just the sum of their parts. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

This user-friendly guide presents the proven strategies of top experts on creating and guiding effective work teams. From recruiting and motivating members to setting ground rules and mediating problems, *Leading Teams* arms managers with a step-by-step plan and practical tools for maximizing productivity in any team setting. Key features:

- Instructs readers how to: Organize a team with complimentary skills
- Clarify team goals, roles, and responsibilities
- Foster trust, creativity, and risk-taking
- Get teams back on track after a setback
- Collaborate to achieve team objectives

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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.

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

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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.

HBR Guide to Managing Strategic Initiatives

HBR Guide to Remote Work

The 17 Skills Leaders Need to Stand Out

HBR Guide to Your Professional Growth

Setting the Stage for Great Performances

Break down the barriers to effective collaboration. To get work done and accomplish your goals, you need access to resources and ideas from across your organization. But technology issues, office politics, and lack of clear authority can get in the way of success. The HBR Guide to Collaborative Teams provides practical tips and advice to help you collaborate more effectively.

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Whether you're working with your own direct reports or looking to find resources outside your department, you'll discover how to align the ideas and objectives of others in ways that allow you to work together and solve problems more easily. You'll learn to:

- Bust departmental silos**
- Develop a shared purpose**
- Forge relationships across the company**
- Overcome turf wars and conflict**
- Prevent collaborative overload and fatigue**
- Use the right tools for virtual information sharing and teamwork**

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.

The one primer you need to develop your managerial and leadership skills. Whether you're a new manager or looking to have more influence in your current management role, the challenges you face come in all shapes and sizes—a direct report's anxious questions, your boss's last-minute assignment of an important presentation, or a blank business case staring you in the face. To reach your full potential in these situations, you need to master a new set of business and personal skills. Packed with step-by-step advice and wisdom from Harvard Business Review's management archive, the HBR Manager's Handbook provides best practices on topics from understanding key financial statements and the fundamentals of strategy to emotional intelligence and building your employees' trust. The book's brief sections allow you to home in quickly on the solutions you need right away—or take a deeper dive if you need more context. Keep this comprehensive guide with you throughout your career and be a more impactful leader in your organization. In the HBR Manager's Handbook you'll find:

- Step-by-step guidance through common managerial tasks**
- Short sections and chapters that you can turn to quickly as a need arises**
- Self-assessments throughout**
- Exercises and templates to help you practice and apply the**

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concepts in the book - Concise explanations of the latest research and thinking on important management skills from Harvard Business Review experts such as Dan Goleman, Clayton Christensen, John Kotter, and Michael Porter - Real-life stories from working managers - Recaps and action items at the end of each chapter that allow you to reinforce or review the ideas quickly The skills covered in the book include: - Transitioning into a leadership role - Building trust and credibility - Developing emotional intelligence - Becoming a person of influence - Developing yourself as a leader - Giving effective feedback - Leading teams - Fostering creativity - Mastering the basics of strategy - Learning to use financial tools - Developing a business case

Get your best work done, no matter where you do it. Video calls from your couch. Project reports in a coffee shop. Presentations at your kitchen table. Working remotely gives you more flexibility in how and where you do your job. But being part of a far-flung team can be challenging. How can you make remote work work for you? The HBR Guide to Remote Work provides practical tips and advice to help you stay productive, avoid distractions, and collaborate with your team, despite the distance that separates you. You'll learn to: Create a regular work-from-home routine Identify the right technology for your needs Run better virtual meetings Avoid burnout and video-call fatigue Manage remote employees Conduct difficult conversations when you can't meet in person Arm yourself

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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.

Expert Solutions to Everyday Challenges

HBR Guides to Performance Management Collection (4 Books) (HBR Guide Series)

What Makes a Leader? (Harvard Business Review Classics)

The Discipline of Teams

Senior Leadership Teams

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 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.

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BONUS ARTICLE: "How Managers Become Leaders," by Michael D.
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