

## Hbr Guide To Finance Basics For Managers Hbr Guide Series

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

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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.

Master your most pressing professional challenges with this seven-volume set that collects the smartest best practices from leading experts all in one place. HBR Guide to Better Business Writing and HBR Guide to Persuasive Presentations help you perfect your communication skills; HBR Guide to Managing Up and Across and HBR Guide to Office Politics show you how to build the best professional relationships; HBR Guide to Finance Basics for Managers is the one book you'll ever need to teach you about the numbers; HBR Guide to Project Management addresses tough questions such as how to manage stakeholder expectations and how to manage uncertainty in a complex project; and HBR Guide to Getting the Right Work Done goes beyond basic productivity tips to teach you how to prioritize and focus on your

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work. This specially priced set of the most popular books in the series makes a perfect gift for aspiring leaders looking for trusted advice. 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.

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 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

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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

Stop pushing products—and start cultivating relationships with the right customers. If you read nothing else on marketing that delivers competitive advantage, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you reinvent your marketing by putting it—and your customers—at the center of your business. Leading experts such as Ted Levitt and Clayton Christensen provide the insights and advice you need to: Figure out what business you're really in Create products that perform the jobs people need to get done Get a bird's-eye view of your brand's strengths and weaknesses Tap a market that's larger than China and India combined Deliver superior value to your B2B customers End the war between sales and marketing Learn what it takes to build a great business with this digital collection curated by Harvard Business Review; it contains everything you need to know about entrepreneurship, from leadership traits and a willingness to fail to financial intelligence and tips for building a business case. Includes Financial Intelligence for Entrepreneurs; Fail Better; Heart, Smarts Guts, and Luck; Entrepreneur's Toolkit; HBR on Entrepreneurship; HBR Guide to Building Your Business Case; HBR Guide to Negotiating; How I Did It; and the Harvard Business Review articles "Five Stages of Small Business Growth," and "Why Entrepreneurs Don't Scale."

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Traditional Chinese edition of Naked Economics: Undressing the Dismal Science. The book may be a college economics reference book, but it is not anything like a textbook. The book is written with wit, humor, clear examples, and you don't have to be a student of economics to enjoy the book - yes, the word is "enjoy." Go ahead, read it. Your understanding of economics will improve greatly and effortlessly. In Chinese. Distributed by Tsai Fong Books, Inc.

If you're not a numbers person, then balance sheets and financial jargon can be intimidating and easy to ignore. But if you want to advance in your career, it's crucial that you are able to make smart financial decisions and develop the confidence to clearly communicate those decisions to others. In How Finance Works, Mihir Desai--a professor at Harvard Business School and author of the widely praised book The Wisdom of Finance--guides you into the complex but endlessly fascinating world of finance and demystifies it in the process. Through entertaining stories, interactive exercises, full-color visuals, and a conversational style that belies the topic, Desai tackles a broad range of subjects that will give you the skills and knowledge you need to finally understand how finance works. These include: The ins and outs of balance sheets, and how different financial levers can affect a company's performance How companies fund their operations and investments in different ways Why finance is concerned with cash flow versus profits How value is created, measured, and maximized The importance of capital markets in helping companies grow Whether you're a student or manager, an aspiring CFO or entrepreneur, How Finance Works is the colorful and interactive guide you need to help you start thinking more deeply about the numbers.--

You'll get up to speed fast on the most essential business skills with this set of concise, practical primers. Finance Basics explains the fundamentals of corporate finance—and

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its jargon; Running Meetings gives you the tools and checklists you need to keep your meetings effective and efficient; Presentations helps you create and deliver a persuasive performance, fast; Managing Projects shows you how to set up and execute on a project plan; Managing Time helps you to figure out where all the minutes of your day are going—and how to get them under control; Getting Work Done helps you to use each of those minutes more productively; Creating Business Plans shows you how to present the risks and rewards of your idea; Managing Up helps you to build your relationship with your boss; Delegating Work shows you how to hand work off right; and Giving Effective Feedback teaches you how to make potentially difficult confrontations and turn them into productive conversations. This 10-volume, specially priced boxed set makes a perfect gift for aspiring leaders who are short on time but need advice fast. Get up to speed fast on essential business skills. Whether you're looking for a crash course or a brief refresher, you'll find just what you need in HBR's 20-Minute Manager series—foundational reading for ambitious professionals and aspiring executives. Each book is a concise, practical primer, so you'll have time to brush up on a variety of key management topics. Advice you can quickly read and apply, from the most trusted source in business.

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

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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

**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 Harvard Business Review digital collection will give you the confidence and tools you need to write and speak successfully. It includes the HBR Guide to Persuasive

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Presentations, by presentation expert Nancy Duarte; the HBR Guide to Better Business Writing, by writing expert Bryan A. Garner; the HBR Guide to Negotiating, by negotiation expert Jeff Weiss; Failure to Communicate, by consultant and coach Holly Weeks; as well as HBR's 10 Must Reads on Communication, Giving Effective Feedback, Running Meetings, How to Run a Meeting, and Managing Difficult Interactions.

Explains what business numbers mean and why they matter, and addresses issues that have become more important in recent years, including questions about the financial crisis and accounting literacy.

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

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Disarm aggressive negotiators Choose the best solution

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.

This collection will help you sharpen the key management skills you need to succeed today. We all want to give more persuasive presentations, write more effective emails, master the basics of finance, and manage both stress and time a bit better. These Harvard Business Review Guides—now offered as a complete digital collection—will help you get there. Packed with concise, practical tips from leading experts, the HBR Guides series is designed to help you learn and apply strategies and tactics to work smarter and more effectively, every day. This collection features digital editions of all eight books in the series: HBR Guides on Persuasive Presentations, Better Business Writing,

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Getting the Right Work Done, Managing Stress at Work, Finance Basics for Managers, Project Management, Managing Up and Across, and Getting the Mentoring You Need. As an important part of your management toolkit, these guidebooks will arm you with the advice you need to succeed on the job from the most trusted name in business. For busy managers looking for answers to common challenges, let these HBR Guides mentor you all the way to success. About the HBR Guide series: 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.

Resource added for the Human Resources program 101161.

To innovate profitably, you need more than just creativity. Do you have what it takes? If you read nothing else on inspiring and executing innovation, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you innovate effectively. Leading experts such as Clayton Christensen, Peter Drucker, and Rosabeth Moss Kanter provide the insights and advice you need to: Decide which ideas are worth pursuing Innovate through the front lines—not just from the top Adapt innovations from the developing world to wealthier markets Tweak new ventures along the way using discovery-driven planning Tailor your efforts to meet customers' most pressing needs Avoid classic pitfalls such as stifling innovation with rigid processes

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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 notes 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 20 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's 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 trust.

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

Don't let your fear of finance get in the way of your success. This digital collection, curated by Harvard Business Review, brings together everything a manager needs to know about financial intelligence. It includes *Financial Intelligence*, called a "must-read" for decision makers without expertise in finance; *A Concise Guide to Macroeconomics*, which covers the essentials of macroeconomics and examines the core ideas of output, money, and expectations; *Essentials of Finance and Budgeting*,

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which explains everything HR professionals need to know to make wise financial decisions; Ahead of the Curve, Joseph H. Ellis's forecasting method to help managers and investors understand and predict the economic cycles that control their businesses and financial fates; Beyond Budgeting; which offers a coherent management model that overcomes the limitations of traditional budgeting; Preparing a Budget, packed with handy tools, self-tests, and real life examples to help you hone critical skills; and HBR Guide to Finance Basics for Managers, which will give you the tools and confidence you need to master the fundamentals of finance.

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

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**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 nicety. But it's a skill you must cultivate to succeed: You'll lose time, money, and influence if your e-mails, proposals, and other important documents fail to win people over. The HBR Guide to Better Business Writing, by writing expert Bryan A. Garner, gives you the tools you need to express your ideas clearly and persuasively so clients, colleagues, stakeholders, and partners will get behind them. This book will help you:

- Push past writer's block
- Grab—and keep—readers' attention
- Earn credibility with tough audiences
- Trim the fat from your writing
- Strike the right tone
- Brush up on grammar, punctuation, and usage

Discusses financial basics, introduces the language of finances, and describes decision making with data.

Intimidated by corporate finance? The numbers (and the jargon) can feel overwhelming--but you have to understand them to manage effectively. Finance Basics explains the fundamentals simply and quickly, introducing you to key terms and concepts such as: How to navigate financial statements How to weigh costs and benefits What's involved in budgeting and forecasting How to gauge a company's financial health 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

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will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

Are you suffering from work-related stress? Feeling overwhelmed, exhausted, and short-tempered at work—and at home? Then you may have too much stress in your life. Stress is a serious problem that impacts not only your mental and physical health, but also your loved ones and your organization. So what can you do to address it? The HBR Guide to Managing Stress at Work will help you find a sustainable solution. It will help you reach the goal of getting on an even keel—and staying there. You'll learn how to:

- Harness stress so it spurs, not hinders, productivity
- Create realistic and manageable routines
- Aim for progress, not perfection
- Make the case for a flexible schedule
- Ease the physical tension of spending too much time at your computer
- Renew yourself physically, mentally, and emotionally

**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

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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

Join forces with others inside and outside your organization to solve your toughest problems. If you read nothing else on collaborating effectively, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you work more productively with people on your team, in other departments, and in other organizations. Leading experts such as Daniel Goleman, Herminia Ibarra, and Morten Hansen provide the insights and advice you need to: Forge strong relationships up, down, and across the organization Build a collaborative culture Bust silos Harness informal knowledge sharing Pick the right type of collaboration for your business Manage conflict wisely Know when not to collaborate

Every organization has its share of political drama: Personalities clash. Agendas compete. Turf wars erupt. But you need to work productively with your colleagues—even the challenging ones—for the good of your organization and your career. How can you do that without compromising your integrity? By acknowledging that power dynamics and unwritten rules exist—and constructively navigating them. Whether you're a new professional or an experienced one, this guide will teach you how to: (1) Build

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relationships with difficult people, (2) gain allies and increase your sphere of influence, (3) wrangle resources, (4) move up without alienating your colleagues, (5) avoid power games and petty rivalries, and (6) claim credit when it's due.

For today's time-strapped manager or professional, setting aside time to brush up on key management skills is almost impossible. Luckily, Harvard Business Review's 20-Minute Manager Collection is here to help. Designed to get you up to speed quickly, with learnings you can apply immediately, this digital collection will help you sharpen the most essential business skills. This set includes full digital editions of all eight books in the series, including HBR's 20-Minute Managers on: Finance Basics, Presentations, Managing Projects, Delegating, Running Meetings, Managing Time, Managing Up, and Creating Business Plans. Each of these is primer on these necessary skills—all from the most trusted name in business. Whether you're looking for a crash course or a brief refresher, you'll find just what you need to succeed in the HBR 20-Minute Manager Collection. About the HBR 20-Minute Manager series: Get up to speed fast on essential business skills. Whether you're looking for a crash course or a brief refresher, you'll find just what you need in HBR's 20-Minute Manager series—foundational reading for ambitious professionals and aspiring executives. Each book is a concise, practical primer, so you'll have time to brush up on a variety of key management topics. Advice you can quickly read and apply, from the most trusted source in business.

Harvard Business Essentials are comprehensive, solution-oriented paperbacks for

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business readers of all levels of experience. Calculating and assessing the overall financial health of the business is an important part of any managerial position. From reading and deciphering financial statements, to understanding net present value, to calculating return on investment, Finance for Managers provides the fundamentals of financial literacy. Easy to use and nontechnical, this helpful guide gives managers the smart advice they need to increase their impact on financial planning, budgeting, and forecasting.

Master your most pressing professional challenges with this seven-volume set that collects the smartest best practices from leading experts all in one place. HBR Guide to Better Business Writing and HBR Guide to Persuasive Presentations help you perfect your communication skills; HBR Guide to Managing Up and Across and HBR Guide to Office Politics show you how to build the best professional relationships; HBR Guide to Finance Basics for Managers is the one book you'll ever need to teach you about the numbers; HBR Guide to Project Management addresses tough questions such as how to manage stakeholder expectations and how to manage uncertainty in a complex project; and HBR Guide to Getting the Right Work Done goes beyond basic productivity tips to teach you how to prioritize and focus on your work. This specially priced set of the most popular books in the series makes a perfect gift for aspiring leaders looking for trusted advice. 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,

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the HBR Guides provide smart answers to your most pressing work challenges.

HBR Guide to Finance Basics for Managers Harvard Business Press

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

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

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

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

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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 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

HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, real-life stories, and concise

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explanations of research published in Harvard Business Review, each comprehensive volume helps you to stand out from the pack--whatever your role.

Discusses how readers can stay focused, accomplish more, and manage time.

Dysfunctional teams are maddening yet are a reality of organizational life. How often have you sat in team meetings complaining to yourself, "What a colossal waste of time. Why does it take forever for this group to make a simple decision? What are we even trying to achieve here?"

But as the team leader, you have the power to change things for the better. It's up to you to get people to work well together and produce results. How do you avoid the pitfalls you've experienced so painfully in the past? Team expert Mary Shapiro offers step-by-step advice, drawing on time-tested principles, practical exercises, guidelines for structured team conversations, and examples from a range of industries and organizational settings.

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