



SMARTER THAN THE AVERAGE GUIDE

# **HBR Guide to**

# **Generative AI for Managers**

**Understand your options**  
**Experiment and innovate**  
**Transform the way you work**

By Elisa Farri and Gabriele Rosani



# Hbr Guide 2015

**Thomas Klikauer**



## **Hbr Guide 2015:**

**HBR Guide to Performance Management (HBR Guide Series)** Harvard Business Review, 2017-06-20 Efficiently and effectively assess employees performance 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

**HBR Guide to Dealing with Conflict (HBR Guide Series)** Amy Gallo, 2017-03-14 Learn to assess the situation manage your emotions and move on 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

**HBR Guides to Performance Management Collection (4 Books) (HBR Guide Series)** Harvard Business Review, Mary Shapiro, 2017-11-14 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

**HBR Guides to Emotional Intelligence at Work Collection (5 Books) (HBR Guide Series)** Harvard Business Review,Karen Dillon,Amy Gallo,2017-11-14 Emotional intelligence has been shown to be more important than other competencies in determining outstanding leadership Emotions drive some of our most critical professional interactions whether you re inspiring your team to higher performance persuading your boss to see something from your point of view dealing with difficult colleagues or managing your own stress level Indeed knowing how to manage emotions has become one of the crucial criteria in hiring and promotion This specially priced five volume set includes books from the HBR Guide series on the topics of Emotional Intelligence Office Politics Dealing with Conflict Managing Stress at Work and Managing Up and Across You ll learn how to Monitor and channel your moods and reactions Determine your emotional intelligence strengths and weaknesses Deal with difficult people Understand when to resolve a conflict head on and when to let it go Influence others across the organization Build supportive alliances with coworkers and colleagues Handle workplace stress in productive ways Arm yourself with the advice you need to succeed on the job with the most trusted brand in business Packed with how to essentials from leading experts the HBR Guides provide smart answers to your most pressing work challenges

Harvard Business Review Guides Ultimate Boxed Set (16 Books) Harvard Business Review,Nancy Duarte,Bryan A. Garner,Mary Shapiro,Jeff Weiss,2019-02-26 How to guides to your most pressing work challenges 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 Managing Up and Across 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 Leading Teams* Mary Shapiro,2015 This guide 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 Publisher *HBR Guide to Critical Thinking* Harvard Business Review,2023-01-31 Tackle complex situations with critical thinking You're facing a problem at work There are many ways you can approach the situation but each comes with its own pros and cons How do you sort through all the information so that you know you're taking the right path The answer is in how you think The HBR Guide to Critical Thinking will help you navigate your most challenging issues from difficult problems to tough decisions to complex scenarios By carefully observing the situation gathering information inviting other perspectives and analyzing what's in front of you you can move forward with confidence while building this crucial leadership skill You'll learn how to Question your assumptions Keep an open mind to opposing viewpoints Sidestep cognitive biases Use data when appropriate Grow comfortable with ambiguity Find innovative and creative solutions 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 Harvard Business Review Manager's Handbook** Harvard Business Review,2016-12-13 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 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

*Harvard Business Review 20-Minute Manager Ultimate Boxed Set (16 Books)* Harvard Business Review,2019-02-19 The perfect gift for aspiring leaders 16 volumes of HBR 20 Minute Manager This 16-volume specially priced boxed set makes a perfect gift for aspiring leaders who are short on time

but need advice fast on topics from creating business plans and giving feedback to managing time and presentations The set includes Creating Business Plans Delegating Work Difficult Conversations Finance Basics Getting Work Done Giving Effective Feedback Innovative Teams Leading Virtual Teams Managing Projects Managing Time Managing Up Performance Reviews Presentations Running Meetings Running Virtual Meetings Virtual Collaboration Don't have much time Get up to speed fast on the most essential business skills with HBR's 20 Minute Manager series Whether you need a crash course or a brief refresher each book in the series is a concise practical primer that will help you brush up on a key management topic Advice you can quickly read and apply for ambitious professionals and aspiring executives from the most trusted source in business Also available as an ebook *Harvard Business Review Manager's Handbook* Harvard Business Review, 2016-12-13

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 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 explanations of research published in Harvard Business Review each comprehensive volume helps you to stand out from the pack whatever your role [The Harvard Business Review Entrepreneur's Handbook](#) Harvard Business Review, 2018-01-23

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**The HBR Essential 20-Minute Manager Collection (5 Books) (HBR 20-Minute Manager Series)** Harvard Business Review, 2017-11-07 Whether you're starting out in your career or just want a refresher on the fundamentals the HBR Essential 20 Minute Manager Collection gives you a hand-picked selection of concise practical primers on the professional skills you need to master most This specially priced five volume set includes Getting Work Done Managing Time Presentations Running Meetings Difficult Conversations You'll learn how to Prioritize your work Determine the right time to work on each task and avoid distractions Deliver presentations that persuade Plan ahead to set your meetings up for success Navigate conflict while making sure all voices are heard Address difficult situations without the drama Don't have much time Get up to speed fast on the most essential business skills with HBR's 20 Minute Manager series Whether you need a crash course or a brief refresher each book in the series is a concise practical primer that will help you brush up on a key management topic Advice you can quickly read and apply for ambitious professionals and aspiring executives from the most trusted source in business

**HBR Guide for Women at Work (HBR Guide Series)** Harvard Business Review, 2018-10-23 Make your career what you want it to be Women regularly face unfair challenges in the workplace from being passed over for promotion to being ignored in conversation Unconscious bias and negative assumptions are working against them As a woman how can you break through these barriers and get what you want from your career The HBR Guide for Women at Work will help you identify and overcome the factors that are holding you back It provides practical tips and advice so you can face gender stereotypes head-on make yourself visible when

opportunities arise and demonstrate your leadership skills You ll learn to Speak up in meetings in a way that ensures your ideas will be heard Wield influence by building the right relationships Advocate for yourself and for what you want Align yourself with mentors and sponsors to support your growth Show passion without being perceived as too emotional Create your unique vision as a leader

**Leading Virtual Teams (HBR 20-Minute Manager Series)** Harvard Business Review,2016-07-12 Manage your team from anywhere Leading any team involves managing people technical oversight and project administration but leaders of virtual teams perform these functions from afar Leading Virtual Teams walks 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 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 [HBR Guides to Managing Your Career Collection \(6 Books\)](#) Harvard Business Review,2019-11-26 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 managersNavigate 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 *Work from Anywhere: The HBR Guides Collection (5 Books)* Harvard Business Review,2023-06-13 Everything you need to get your best work done no matter where you do it For many working remotely is a dream come true For others it comes with stress distraction and endless video call fatigue No matter how you feel about the new world of work aspects of being part of a far flung or hybrid team can be challenging Work from Anywhere The HBR Guides Collection offers ideas and strategies to help you enjoy the benefits of working from anywhere and deal with the difficulties that come along with it Included in this five book set are HBR Guide to Remote Work HBR Guide to Managing Flexible Work HBR Guide to Work Life Balance HBR Guide to Being More Productive and HBR Guide to Beating Burnout You ll learn how to Craft a remote work routine that works for you Manage difficult conversations when you can t meet in person Keep your team engaged both in person and virtually Adjust to your coworkers flexible work arrangements Set boundaries



without alienating your colleagues Motivate yourself when there s no one looking over your shoulder Avoid work from home burnout 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

**Managing Teams in the Hybrid Age: The HBR Guides Collection (8 Books)** Harvard Business Review,2023-06-13  
Lead your hybrid team to success The strictly nine to five office routine no longer exists and you may be managing a team that works in several different locations at different times of day How can you keep your team engaged and remain connected and visible both in person and virtually Managing Teams in the Hybrid Age The HBR Guides Collection offers ideas and strategies to lead your team to its highest most productive potential whether they re working across the table or across an ocean Included in this eight book set are HBR Guide to Managing Flexible Work HBR Guide to Remote Work HBR Guide to Being a Great Boss HBR Guide to Leading Teams HBR Guide to Making Every Meeting Matter HBR Guide to Motivating People HBR Guide to Collaborative Teams and HBR Guide to Beating Burnout You ll learn how to Adjust to the flexible work arrangements that promote productivity and inclusion for you and your team members Craft a work from home routine that makes it easier rather than harder to work remotely Embody what it means to be a supportive and successful leader Create an efficient collaborative and motivated team Hold purposeful engaging and efficient meetings Prioritize employees professional development and job satisfaction Use passion and influence to promote effective collaborative teams Make the necessary changes to prevent burnout 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

*Managing People in Organizations* Thomas Klikauer,2018-10-06 This new and engaging core textbook offers a unique line manager perspective that presents students with HRM topics and issues that they will be confronted with once they enter the world of work in a managerial role It is a concise text that focuses on providing students with all they need to know to equip them with a comprehensive understanding of the role the non HR manager plays in the day to day running of an organization The author s deep understanding and wide ranging knowledge of the subject matter means that the text is firmly founded on the latest research while the case studies topical and international examples and experiential exercises that form a fundamental part of the book ensure that theory is always clearly applied to real world practice This text is an essential companion for MBA and postgraduate students who are studying modules on Human Resource Management or Managing People but who are non HRM specialists and do not require the exhaustive detail found in other HRM texts It is also suited for use alongside upper level undergraduate modules on these topics on mainstream business degrees

**Virtual Collaboration (HBR 20-Minute Manager Series)** Harvard Business Review,2016-07-12  
Learn to collaborate productively from anywhere Working remotely gives you flexibility and independence But it can pose challenges when you need to team up with colleagues or coworkers Virtual Collaboration covers the basics of working

productively and collaboratively from anywhere You ll learn to Communicate clearly over a variety of media Bond with colleagues across the wires Keep others and yourself accountable Avoid and mitigate tech glitches Don t have much time Get up to speed fast on the most essential business skills with HBR s 20 Minute Manager series Whether you need a crash course or a brief refresher each book in the series is a concise practical primer that will help you brush up on a key management topic Advice you can quickly read and apply for ambitious professionals and aspiring executives from the most trusted source in business

**The Virtual Manager Collection (3 Books) (HBR 20-Minute Manager Series)** Harvard Business Review,2016-07-12 Learn how to work productively from anywhere Today we have greater control over where and when we work As our businesses spread across the world and technology makes it easy to do our jobs from anywhere there s Wi Fi more of us have the option to go remote But that doesn t mean we re good at it Whether you re calling in from a home office every day or one of your team members occasionally logs in from the quiet car on a train distance can make collaboration more difficult Remote work gives teams flexibility and options but when you re not face to face with colleagues it s difficult to set and manage expectations deal with inevitable tech glitches keep your people and yourself motivated and engaged and infuse warmth and personality into the blunt communication tools you re using The Virtual Manager Collection gives you the solutions you need to be productive whether you re managing a team a project or just your own work This specially priced three volume set includes Virtual Collaboration Running Virtual Meetings and Leading Virtual Teams Tips and strategies cover Getting your technology up and running and keeping it there Building and maintaining relationships from afar Communicating well through a variety of media Running productive virtual meetings Setting and managing expectations for your work Leading geographically dispersed teams This set has the practical advice insights and tools you need to work well no matter where you are Don t have much time Get up to speed fast on the most essential business skills with HBR s 20 Minute Manager series Whether you need a crash course or a brief refresher each book in the series is a concise practical primer that will help you brush up on a key management topic Advice you can quickly read and apply for ambitious professionals and aspiring executives from the most trusted source in business Also available as an ebook

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