

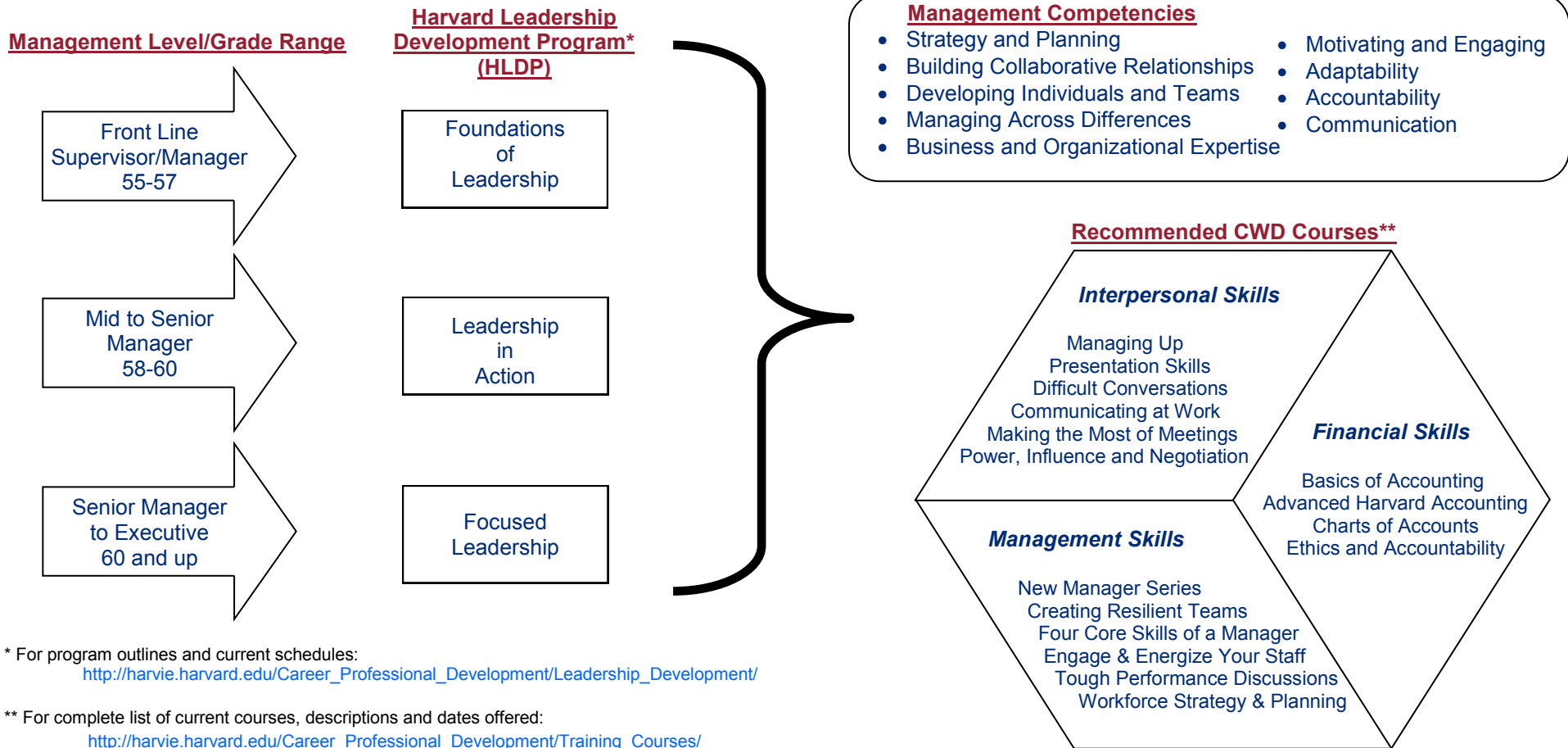
Manager Professional Development Resources



Learning and development, local leadership and career opportunities are key drivers of our staff’s engagement. Engaged employees are more likely to say positive things about the University, are more inclined to want to *stay* at the University and are more likely to *strive* — or demonstrate discretionary effort — as they perform their jobs at the University.

The many and varied programs and resources that Harvard offers include in-person training, on-line courses and written materials. Their purpose is to aid in developing your supervisory, managerial or leadership competencies. They are intended to be an investment in you, your career, and they seek to foster your engagement in the University and its world-changing mission. I encourage you to take advantage of what Harvard has to offer.

Marilyn Hausammann, Vice President for Human Resources



* For program outlines and current schedules:
http://harvie.harvard.edu/Career_Professional_Development/Leadership_Development/

** For complete list of current courses, descriptions and dates offered:
http://harvie.harvard.edu/Career_Professional_Development/Training_Courses/

Manager Professional Development Resources



Recommended Courses and Timeline for New Managers and Managers New to Harvard	
Within first 3—4 Months	<ul style="list-style-type: none"> New Managers Series Difficult Conversations
6 months to a year	<ul style="list-style-type: none"> Four Core Skills of a Manager Creating Resilient Teams
1 year +	<ul style="list-style-type: none"> Workforce Strategy and Planning Engage & Energize Your Staff Foundations of Leadership



Books

First, Break All the Rules by Marcus Buckingham
What Got You Here Won't Get You There by Marshall Goldsmith
What To Do When You Become the Boss by Bob Seldon
First 90 Days by Michael Watkins

HBR Articles

Becoming the Boss by L. Hill
What Leaders Really Do by J. Kotter
The Manager's Job: Folklore and Fact by H. Mintzberg

On-Line Resources

Harvard ManageMentor:

http://harvie.harvard.edu/docroot/doc-lib/200_Career_Professional_Development/ManageMentor.pdf
Harvard ManageMentor is a practical, engaging resource for fostering management skills and applying them on the job immediately. Each learning module is developed to supply practical advice, downloadable tools, and time-saving tips from the experts at HBS. Once logged in via HARVie, you will have access to dozens of modules addressing daily management responsibilities ranging from running a meeting to developing a strategy -- and everything in between.

Harvard Manager Roles & Resources (iSite):

<http://www.managing.hhr.harvard.edu>
 This Center for Workplace Development iSite outlines the skills, knowledge, and capabilities (collectively known as competencies) that are most important for Harvard managers and supervisors to possess. It contains definitions for each competency and key actions expected to be displayed at various levels of management (supervisor, mid-level manager, senior manager, executive), as well as a comprehensive list of resources to help develop these competencies and to grow as a manager (articles, books, workshops, consulting and coaching services, Harvard departments, etc.)

Managing Performance: An Ongoing Process



Performance management is a collaborative process between the staff member and the Manager. It continues throughout the year, although there are fixed times when formal conversations occur.