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

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Management Level/Grade Range

- **Front Line Supervisor/Manager**
  - 55-57
- **Mid to Senior Manager**
  - 58-60
- **Senior Manager to Executive**
  - 60 and up

Harvard Leadership Development Program* (HLDP)

- **Foundations of Leadership**
- **Leadership in Action**
- **Focused Leadership**

Management Competencies

- Strategy and Planning
- Building Collaborative Relationships
- Developing Individuals and Teams
- Managing Across Differences
- Business and Organizational Expertise
- Motivating and Engaging
- Adaptability
- Accountability
- Communication

Recommended CWD Courses**

**Interpersonal Skills**
- Managing Up
- Presentation Skills
- Difficult Conversations
- Communicating at Work
- Making the Most of Meetings
- Power, Influence and Negotiation

**Financial Skills**
- Basics of Accounting
- Advanced Harvard Accounting
- Charts of Accounts
- Ethics and Accountability

**Management Skills**
- New Manager Series
- Creating Resilient Teams
- Four Core Skills of a Manager
- Engage & Energize Your Staff
- Tough Performance Discussions
- Workforce Strategy & Planning


** For complete list of current courses, descriptions and dates offered: [http://harvie.harvard.edu/Career_Professional_Development/Training_Courses/](http://harvie.harvard.edu/Career_Professional_Development/Training_Courses/)
### Recommended Courses and Timeline for New Managers and Managers New to Harvard

#### Within first 3—4 Months
- **New Managers Series**
- **Difficult Conversations**

#### 6 months to a year
- **Four Core Skills of a Manager**
- **Creating Resilient Teams**

#### 1 year +
- **Workforce Strategy and Planning**
- **Engage & Energize Your Staff**
- **Foundations of Leadership**

### Recommended Readings

**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:**

*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](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.).