

# Harvard Business Review Guide To Project Management

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. 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 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.

**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 luxury. 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

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. 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 own 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, 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** Can you prepare a breakeven analysis? Do you know the difference between an income statement and a balance sheet? Or understand why a business that's profitable can still go belly-up? Has your grasp of your company's numbers helped—or hurt—your career? Whether you're new to finance or you just need a refresher, this go-to guide will give you the tools and confidence you need to master the fundamentals, as all good managers must. The HBR Guide to Finance Basics for Managers will help you: Learn the language of finance Compare your firm's financials with rivals' Shift your team's focus from revenues to profits Assess your vulnerability to industry downturns Use financial data to defend budget requests Invest smartly through cost/benefit analysis 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

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, the HBR Guides provide smart answers to your most pressing work challenges. Set your company up for long-term success. Every company needs a strategy. A focused strategy aligns decision making throughout the 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.

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.

As a woman, you may not be reaching the levels of leadership you desire. Despite the many

efforts by organizations and managers alike, unconscious bias and assumptions are still working against you. How can you plan a career as an aspiring leader if you can't get promoted? The HBR Guide for Women at Work will help you identify and overcome the factors that are preventing you from achieving your goals. It provides practical tips and advice so you can face gendered stereotypes head on, make yourself visible for opportunities, and demonstrate your leadership potential. You'll learn to: Adjust your language so you're heard in meetings Use office politics to your advantage Negotiate a job offer, raise, or promotion Align yourself with mentors and sponsors to support your growth Show passion without being perceived as emotional Create your unique vision as a leader 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.

Your next act starts now. You're ready for something new, but it's hard to start over. Just the idea of trading the security you have now for the unknown or throwing away the education and time you've invested in your current career can plunge you into a swirl of indecision and anxiety. But mixing things up every few years is an increasingly normal and cyclical part of a healthy work life--a way to gain new skills and stretch your existing ones by applying them to different contexts. Whether you know what you want to do next or you're still evaluating options, the HBR Guide to Changing Your Career will help you: Imagine other professional selves Identify the skills you need--and those you already possess that will transfer to another industry Assess the financial implications of the change you're considering Try out new roles without endangering your current job Explain a seemingly winding career path Pitch yourself into a new role

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.

Stop running on empty. Every day you juggle the many components that fill your life. Between work and family commitments, volunteer work, hobbies, and managing your physical and mental health, it's easy to feel overwhelmed and that you're letting someone down or neglecting some aspect of your life. But you can find ways to honor all of your commitments without collapsing. The HBR Guide to Work-Life Balance will help you: Evaluate and adjust your priorities Manage expectations Set and spend your time budget Make plans--and backup plans Understand how to make trade-offs Prioritize self-care Discover what works for you 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.

"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"--

**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

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 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.

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.

You want the most important ideas on management all in one place. Now you can have them--in a set of HBR's 10 Must Reads, available as a 14-volume paperback boxed set or as an ebook set. We've combed through hundreds of Harvard Business Review articles on topics such as emotional intelligence, communication, change, leadership, strategy, managing people, and managing yourself and selected the most important ones to help you maximize your own and your organization's performance. The HBR's 10 Must Reads Ultimate Boxed Set includes 14 bestselling collections: HBR's 10 Must-Reads on Leadership; HBR's 10 Must-Reads on Emotional Intelligence; HBR's 10 Must-Reads on Managing Yourself; HBR's 10 Must-Reads on Strategy; HBR's 10 Must-Reads on Change Management; HBR's 10 Must-Reads on Managing People; HBR's 10 Must Reads: The Essentials; HBR's 10 Must-Reads on Communication; HBR's 10 Must-Reads on Managing Across Cultures; HBR's 10 Must-Reads on Strategic Marketing; HBR's 10 Must-Reads on Teams; HBR's 10 Must-Reads on Innovation; HBR's 10 Must-Reads on Making Smart Decisions; and HBR's 10 Must-Reads on Collaboration. The HBR's 10 Must Reads Ultimate Boxed Set makes a smart gift for your team, colleagues, or clients. HBR's 10 Must Reads series is the definitive collection of ideas and best practices for aspiring and experienced leaders alike. These books offer essential reading selected from the pages of Harvard Business Review on topics critical to the success of every manager. Each book is packed with advice and inspiration from leading experts such as Clayton Christensen, Peter Drucker, Rosabeth Moss Kanter, John Kotter, Michael Porter, Daniel Goleman, Theodore Levitt, and Rita Gunther McGrath.

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.

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.

**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

Burnout is rampant. Recognize the signs and make the right changes. The always-on workplace and increasing pressures are leading to a high rate of burnout. Unmanaged, chronic work stress doesn't just lead to lower productivity and negative emotions—it can have dire personal and professional consequences. Are you and your team at risk? The HBR Guide to Beating Burnout provides practical tips and advice to help you, your team, and your organization navigate the perils of burnout and rediscover healthy engagement at work. You'll learn how to: Understand the difference between normal stress and burnout Keep your passion for work from leading to burnout Avoid working from home burnout Protect your high performers from burnout Help prevent burnout on your team—even if you're burned out Bounce back and regain your productivity and effectiveness 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.

Bring strategy into your daily work. It's your 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

What will it take to create a more gender-balanced workplace? If you read nothing else on leadership and gender at work, read these 10 articles by experts in the field. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you understand where gender equality is today--and how far we still have to go. This book will inspire you to: Better understand the path women must take to leadership Learn the root causes of the barriers that exist for women in the workplace Check your own gender biases and distinguish between confidence and competence in your colleagues Manage a more effective gender-diversity program Recognize the issues women face when speaking up about bias or harassment Help women reenter the workforce after taking time off--and create opportunities for them to reach their ambitions. This collection of articles includes "Women and the Labyrinth of Leadership," by Alice H. Eagly and Linda L. Carli; "Do Women Lack Ambition?" by Anna Fels; "Women Rising: The Unseen Barriers," by Herminia Ibarra, Robin Ely, and Deborah Kolb; "Women and the Vision Thing," by Herminia Ibarra and Otilia Obodaru; "The Power of Talk: Who Gets Heard and Why," by Deborah Tannen; "The Memo Every Woman Keeps in Her Desk," by Kathleen Reardon; "Why Diversity Programs Fail," by Frank Dobbin and Alexandra Kalev; "Now What?" by Joan C. Williams and Suzanne LeBsock; "The Battle for Female Talent in Emerging Markets," by Sylvia Ann Hewlett and Ripa Rashid; "Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success," by Sylvia Ann Hewlett and Carolyn Buck Luce; and "Sheryl Sandberg: The HBR Interview," by Sheryl Sandberg and Adi Ignatius.

Learn how to make better, faster decisions. As a manager you have to make decisions--from daily choices about team priorities to deciding 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 Decisions provides practical tips and advice to help you identify the problem, evaluate your alternatives, select the right path forward, and follow through successfully. You'll learn to: Look at the problem from different angles Overcome cognitive biases that can skew your choices Use data to inform your thinking Work through uncertainty and analysis paralysis Communicate your choice and spur your team into action Respond to and fix a bad decision Quick, practical management advice from Harvard Business Review to help you

do your job better. Drawing from HBR's popular Management Tip of the Day newsletter, this concise, handy guide is packed with easy-to-read tips on a broad range of topics, organized into three major skills every manager must master: Managing yourself Managing your team Managing your business Management Tips 2: From Harvard Business Review puts the best management practices and insights, from top thinkers in the field, right at your fingertips. Pick it up any time you have a few minutes to spare, and you'll have a fresh, powerful idea you can immediately put into action. With this handy book as your guide, you'll stand the best chance of succeeding in your role as a manager.

Don't let a fear of numbers hold you back. Today's business environment brings with it an onslaught of data. Now more than ever, managers must know how to tease insight from data--to understand where the numbers come from, make sense of them, and use them to inform tough decisions. How do you get started? Whether you're working with data experts or running your own tests, you'll find answers in the HBR Guide to Data Analytics Basics for Managers. This book describes three key steps in the data analysis process, so you can get the information you need, study the data, and communicate your findings to others. You'll learn how to: Identify the metrics you need to measure Run experiments and A/B tests Ask the right questions of your data experts Understand statistical terms and concepts Create effective charts and visualizations Avoid common mistakes

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

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 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.

Every day begins with the same challenge: too many tasks on your to-do list and

not enough time to accomplish them. Perhaps you tell yourself to just buckle down and get it all done—skip lunch, work a longer day. Maybe you throw your hands up, recognize you can't do it all, and just begin fighting the biggest fire or greasing the squeakiest wheel. And yet you know how good it feels on those days when you're working at peak productivity, taking care of difficult and meaty projects while also knocking off the smaller tasks that have been hanging over your head forever. Those are the times when your day didn't run you—you ran your day. To have more of those days more often, you need to discover what works for you given your strengths, your preferences, and the things you must accomplish. Whether you're an assistant or the CEO, whether you've been in the workforce for 40 years or are just starting out, this guide will help you be more productive. You'll discover different ways to: Motivate yourself to work when you really don't want to Take on less, but get more done Preserve time for your most important work Improve your focus Make the most of small pockets of time between meetings Set boundaries with colleagues—without alienating them Take time off without tearing your hair out 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.

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

**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

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

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.

Harvard Business Review Guides Ultimate Boxed Set (16 Books)Harvard Business Press

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

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

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

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