

Harvard Business Review To Project Management

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 Are you struggling to juggle multiple projects? Do you often lose control of your budget? Does communicating your progress to the rest of your team cause you undue stress? Project management is an essential skill for anyone who needs to get things done in any organisation, and is absolutely critical for anyone leading strategic change. In *Lead Successful Projects*, the Penguin Business Expert guide, Antonio Nieto-Rodriguez introduces a simplified but strategic approach to project management developed over the last 20 years coaching executives, managers and MBAs. Learn how to break down your project into manageable elements, define smart goals and meet them in this concise and practical guide to project 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

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.

New breakthrough thinking in organizational learning, leadership, and change Continuous improvement, understanding complex systems, and promoting innovation are all part of the landscape of learning challenges today's companies face. Amy Edmondson shows that organizations thrive, or fail to thrive, based on how well the small groups within those organizations work. In most organizations, the work that produces value for customers is carried out by teams, and increasingly, by flexible team-like entities. The pace of change and the fluidity of most work structures means that it's not really about creating effective teams anymore, but instead about leading effective teaming. Teaming shows that organizations learn when the flexible, fluid collaborations they encompass are able to learn. The problem is teams, and other dynamic groups, don't learn naturally. Edmondson outlines the factors that prevent them from doing so, such as interpersonal fear, irrational beliefs about failure, groupthink, problematic power dynamics, and information hoarding. With Teaming, leaders can shape these factors by encouraging reflection, creating psychological safety, and overcoming defensive interpersonal dynamics that inhibit the sharing of ideas. Further, they can use practical management strategies to help organizations realize the benefits inherent in both success and failure. Presents a clear explanation of practical management concepts for increasing learning capability for business results Introduces a framework that clarifies how learning processes must be altered for different kinds of work Explains how Collaborative Learning works, and gives tips for how to do it well Includes case-study research on Intermountain healthcare, Prudential, GM, Toyota, IDEO, the IRS, and both Cincinnati and Minneapolis Children's Hospitals, among others Based on years of research, this book shows how leaders can make organizational learning happen by building teams that learn.

Accountability protects public health and safety, facilitates law enforcement, and enhances national security, but it is much more than a bureaucratic concern for corporations, public administrators, and the criminal justice system. In *Why Privacy Isn't Everything*, Anita L. Allen provides a highly original treatment of neglected issues affecting the intimacies of everyday life, and freshly examines how a preeminent liberal society accommodates the competing demands of vital privacy and vital accountability for personal matters. Thus, 'None of your business!' is at times the wrong thing to say, as much of what appears to be self-regarding conduct has implications for others that should have some bearing on how a person chooses to act. The book addresses such questions as, What does it mean to be accountable for conduct? For what personal matters am I accountable, and to whom? Allen concludes that the sticky webs of accountability that encase ordinary life are flexible enough to accommodate egalitarian moral, legal and social practices that are highly consistent with contemporary feminist reconstructions of liberalism.

Describes a method of negotiation that isolates problems, focuses on interests, creates new options, and uses objective criteria to help two parties reach an agreement

Managing Projects provides proven strategies for making sure any size task achieve its goal - on time and on budget Covering the gamut of tasks involved in managing any project, this portable guide develops ideas about planning, team building, motivation, mid-course assessment and correction, and after-project review. It helps managers determine whether and how to make the critical tradeoffs between time, cost, and quality that are the essence of project management. Managers at any level can use this portable guide to become more efficient and effective multi-taskers. Key features Instructs readers how to: Scope out a project and identify resources needed Develop schedules and set deadlines Monitor budgets and keep projects on track Communicate progress and problems to stakeholders Overcome some typical project snags

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

The hidden brain is the voice in our ear when we make the most important decisions in our lives—but we're never aware of it. The hidden brain decides whom we fall in love with and whom we hate. It tells us to vote for the white candidate and convict the dark-skinned defendant, to hire the thin woman but pay her less than the man doing the same job. It can direct us to safety when disaster strikes and move us to extraordinary acts of altruism. But it can also be manipulated to turn an ordinary person into a suicide terrorist or a group of bystanders into a mob. In a series of compulsively readable narratives, Shankar Vedantam journeys through the latest discoveries in neuroscience, psychology, and behavioral science to uncover the darkest corner of our minds and its decisive impact on the choices we make as individuals and as a society. Filled with fascinating characters, dramatic storytelling, and cutting-edge science, this is an engrossing exploration of the secrets our brains keep from us—and how they are revealed.

A guidebook for aligning technology-intensive initiatives with corporate intentions. It aims to offer a convincing case that the "alignment" portfolio management method is a good way to manage strategic planning and implementation.

A well-crafted business plan generates enthusiasm for your idea and boosts your odds of success--whether you're proposing a new initiative within your organization or starting an entirely new company. Creating Business Plans quickly walks you through

the basics. You'll learn to: Present your idea clearly Develop sound financial plans Project risks--and rewards Anticipate and address your audience's concerns 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.

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.

The one primer you need to launch, lead, and sponsor successful projects. We're now living in the project economy. The number of projects initiated in all sectors has skyrocketed, and project management skills have become essential for every leader and manager. Still, project failure rates remain extremely high. Why? Leaders oversee too many projects and have too little visibility into them. Project managers struggle to translate their hands-on, technical knowledge up to senior management. The result? Worthy projects are starved of time and resources and fail to deliver benefits, while too much investment goes into the wrong projects. To compete in the project economy, you need to close this gap. The HBR Project Management Handbook shows you how. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a new and simple framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, it will teach you how to manage your organization's projects, strategic programs, and agile initiatives more effectively and push the best ones ahead to completion. Timeless yet forward-looking, this book will help you win in the project-driven world. In the HBR Project Management Handbook you'll find: Everything you need to know about project management in practical, nontechnical language A definitive taxonomy of project types, from product launches to digital transformations to megaprojects A road map for becoming an effective project leader and executive sponsor A new, simple, and universal project framework, the Project Canvas, that breaks down any project into essential building blocks that can be easily understood by all project stakeholders Original concepts and exclusive case studies from public- and private-sector organizations worldwide You'll learn: A common language for project managers and executives to run successful projects across your organization When to use agile, traditional, or hybrid methods in your projects The twelve principles of successful projects, including purpose, agility, and a focus on outcomes Techniques for selecting

and advancing the best projects and managing a strategic and balanced project portfolio How today's projects will help address some of the most pressing global trends, including automation, sustainability, diversity, and crisis management Why project management needed to be reinvented and what the future holds 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, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role.

The one primer you need to launch, lead, and sponsor successful projects. We're now living in the project economy. As the number of projects initiated in both the public and private sectors skyrockets, project management skills have become essential for all leaders and managers. But despite this project boom, the failure rate remains extremely high. Why? Leaders have too many projects and too little visibility into them, and they lack the project implementation competencies necessary to deliver their projects successfully. Project managers have the technical skills, but they often have trouble translating their hands-on know-how up to the leaders'-eye view. Worthy projects languish and fail to deliver benefits, starved of resources, while too much investment is made in projects with less merit or potential value. The HBR Project Management Handbook will help you bridge this gap. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a simple and intuitive framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, you'll learn to more effectively navigate through your organization's inventory of projects, programs, and strategic, and agile initiatives in order to better select which ones to push forward and which to kill, as well as how they should be prioritized and how you can ensure they're completed as planned. Timeless yet forward-looking, the advice in this book will help you and your organization thrive in the project-driven world. 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.

Shows how to evaluate proposals, organize and lead employees, and handle the planning and control of complex operations

How do you actually find meaning in the workplace? How do you find work that makes your heart sing, creates impact, and pays your rent? After realizing that his well-paying, prestigious job was actually making him miserable, Adam "Smiley" Poswolsky started asking these big questions. The Quarter-Life Breakthrough provides fresh, honest, counterintuitive, and inspiring career advice for anyone stuck in a quarter-life crisis (or third-life crisis), trying to figure out what to do with your life. Smiley shares the stories of many twenty- and thirty-somethings who are discovering how to work with purpose (and still pay the bills). Brimming with practical exercises and advice, this book is essential reading for millennial career changers and anyone passionate about getting unstuck, pursuing work that matters, and changing the world.

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.

Managing Projects Large and Small: The Fundamental Skills for Delivering on Cost and On Time When it comes to project management, success lies in the details. This book walks managers through every step of project oversight from start to finish. Thanks to the book's comprehensive information on everything from planning and budgeting to team building and after-project reviews, managers will master the discipline and skills they need to achieve stellar results without wasting time and money. The Harvard Business Essentials series is for managers at all levels but is especially relevant for new managers. It offers on-the-spot guidance, coaching, and tools on the most relevant topics in business. Each book includes the critical information that managers need on a given topic--from budgeting to hiring to communication to strategy--and offers interactive tools and worksheets that translate advice into action. Providing ready answers to day-to-day issues, these guides make sound, trusted mentoring advice available whenever managers need it.

Other Books in the HBE Series: Managing Change and Transition
Hiring and Keeping the Best People
Finance for Managers
Business Communications
Innovation
Negotiation

An authorised reissue of the long out of print classic textbook, *Advanced Calculus* by the late Dr Lynn Loomis and Dr Shlomo Sternberg both of Harvard University has been a revered but hard to find textbook for the advanced calculus course for decades. This book is based on an honors course in advanced calculus that the authors gave in the 1960's. The foundational material, presented in the unstarred sections of Chapters 1 through 11, was normally covered, but different applications of this basic material were stressed from year to year, and the book therefore contains more material than was covered in any one year. It can accordingly be used (with omissions) as a text for a year's course in advanced calculus, or as a text for a three-semester introduction to analysis. The prerequisites are a good grounding in the calculus of one variable from a mathematically rigorous point of view, together with some acquaintance with linear algebra. The reader should be familiar with limit and continuity type

arguments and have a certain amount of mathematical sophistication. As possible introductory texts, we mention Differential and Integral Calculus by R Courant, Calculus by T Apostol, Calculus by M Spivak, and Pure Mathematics by G Hardy. The reader should also have some experience with partial derivatives. In overall plan the book divides roughly into a first half which develops the calculus (principally the differential calculus) in the setting of normed vector spaces, and a second half which deals with the calculus of differentiable manifolds.

Discover powerful hidden social "levers" and networks within your company... then, use that knowledge to make slight "tweaks" that dramatically improve both business performance and employee fulfillment! In People Analytics, MIT Media Lab innovator Ben Waber shows how sensors and analytics can give you an unprecedented understanding of how your people work and collaborate, and actionable insights for building a more effective, productive, and positive organization. Through cutting-edge case studies, Waber shows how: Changing the way call center employees spent their breaks increased performance by 25% while significantly reducing stress Quantifying the failure of marketing and customer service to communicate led to a more cohesive and profitable organization Tweaking the balance of in-person and electronic communication can enhance the value of both Sensor data can help you discover who your internal experts really are Identifying employees involved in "creative" behaviors can help you promote innovation throughout your business Sensors and simulations can help you optimize your sick-day policies Measuring informal interactions can improve the chances that a merger, acquisition, or "mega-project" will succeed Drawing on his cutting-edge work at MIT and Harvard, Waber addresses crucial issues ranging from technology to privacy, revealing what will be possible in a few years, and what you can achieve right now. In bringing the power of analytics to organizational development, he offers immense new opportunities to everyone with responsibility for workplace performance. A tiny American town's plans for radical self-government overlooked one hairy detail: no one told the bears. Once upon a time, a group of libertarians got together and hatched the Free Town Project, a plan to take over an American town and completely eliminate its government. In 2004, they set their sights on Grafton, NH, a barely populated settlement with one paved road. When they descended on Grafton, public funding for pretty much everything shrank: the fire department, the library, the schoolhouse. State and federal laws became meek suggestions, scarcely heard in the town's thick wilderness. The anything-goes atmosphere soon caught the attention of Grafton's neighbors: the bears. Freedom-loving citizens ignored hunting laws and regulations on food disposal. They built a tent city in an effort to get off the grid. The bears smelled food and opportunity. A Libertarian Walks Into a Bear is the sometimes funny, sometimes terrifying tale of what happens when a government disappears into the woods. Complete with gunplay, adventure, and backstabbing politicians, this is the

ultimate story of a quintessential American experiment -- to live free or die, perhaps from a bear.

Projects are the engines that drive innovation from idea to commercialization. In fact, the number of projects in most organizations today is expanding while operations is shrinking. Yet, since many companies still focus on operational excellence and efficiency, most projects fail--largely because conventional project management concepts cannot adapt to a dynamic business environment. Moreover, top managers neglect their company's project activity, and line managers treat all their projects alike--as part of operations. Based on an unprecedented study of more than 600 projects in a variety of businesses and organizations around the globe, "Reinventing Project Management" provides a new and highly adaptive model for planning and managing projects to achieve superior business results.

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.

Climate change: watershed or endgame? In this compelling new book, Noam Chomsky, the world's leading public intellectual, and Robert Pollin, a renowned progressive economist, map out the catastrophic consequences of unchecked climate change—and present a realistic blueprint for change: the Green New Deal. Together, Chomsky and Pollin show how the forecasts for a hotter planet strain the imagination: vast stretches of the Earth will become uninhabitable, plagued by extreme weather, drought, rising seas, and crop failure. Arguing against the misplaced fear of economic disaster and unemployment arising from the transition to a green economy, they show how this bogus concern encourages climate denialism. Humanity must stop burning fossil fuels within the next thirty years and do so in a way that improves living standards and opportunities for working people. This is the goal of the Green New Deal and, as the authors make clear, it is entirely feasible. Climate change is an emergency that cannot be ignored. This book shows how it can be overcome both politically and economically.

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.

The one primer you need to develop your leadership skills. Put aside all the overhyped new frameworks, the listicles, the "10 best things you need to succeed as a leader today." The critical leadership practices--the ones that will allow a leader to make the biggest impact over time--are well established. They're about how you create a vision and inspire others to follow it. How you make difficult strategic choices. How you lead innovation. How you get results. These fundamental skills are even more important today as organizations and teams become increasingly networked, virtual, agile, fast-moving, and socially conscious. In this comprehensive handbook, strategy and change experts Ron Ashkenas and Brook Manville distill proven ideas and frameworks about leadership from Harvard Business Review, interviews with senior executives, and their own experience in the field--all to help rising leaders stand out and have a big impact. In the HBR Leader's Handbook you'll find: Concise explanations of proven leadership frameworks from Harvard Business Review contributors such as Clayton M. Christensen and Michael E. Porter In-depth case studies of senior leaders such as Jim Wolfensohn at the World Bank, Paula Kerger at PBS, Darren Walker at the Ford Foundation, and Jim Smith at Thomson Reuters Step-by-step guidance to help you understand and start implementing six core leadership practices: building a unifying vision, developing a strategy, getting great people on board, focusing on results, innovating for the future, and leading yourself

Become more confident at work. You need confidence to inspire trust, communicate effectively, and succeed in your organization. But self-doubt and nerves can undermine your ability to act decisively and persuade others. What can you do to push past these insecurities? This book explains how you can use emotional intelligence to become more confident at work. You'll learn how to correct what is holding you back, how to overcome imposter syndrome, and

when feeling too self-assured can actually backfire. This volume includes the work of: Tomas Chamorro-Premuzic Rosabeth Moss Kanter Amy Jen Su Peter Bregman How to be human at work. The HBR Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master.

The Harvard Business Review Project Management Collection is for anyone serious about project management. Project Management for Profit shows every company owner and project manager—at businesses large and small—how to run projects differently. Reinventing Project Management, based on an unprecedented study of more than 600 projects in a variety of businesses and organizations around the globe, provides a new and highly adaptive model for planning and managing projects to achieve superior business results. Also included in this collection are Managing Projects Large and Small, which will walk you through every step of project oversight from start to finish, and the HBR Guide to Project Management, which 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, and wrap up your project and gauge its success.

You've been asked to manage a key project--or perhaps you've volunteered for an assignment that could advance your career. So how do you make sure the project succeeds? Managing Projects walks you quickly through the basics, including: Drawing up a realistic schedule and project plan Monitoring key tasks and benchmarks Communicating with stakeholders Bringing the project to a close 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.

A plan for conquering collaborative overload to drive performance and innovation, reduce burnout, and enhance well-being. Most organizations have created always-on work contexts that are burning people out and hurting performance rather than delivering productivity, innovation and engagement. Collaborative work consumes 85% of employees' time and is drifting earlier into the morning, later into the night, and deeper into the weekend. The dilemma is that we all need to collaborate more to create effective organizations and vibrant careers for ourselves. But conventional wisdom on teamwork and collaboration has created too much of the wrong kind of collaboration, which hurts our performance, health and overall well-being. In Beyond Collaboration Overload, Babson professor Rob Cross solves this paradox by showing how top performers who thrive at work collaborate in a more purposeful way that makes them 18-24% more efficient than their peers. Good collaborators are distinguished by the efficiency and intentionality of their collaboration—not the size of their network or the length of their workday. Through landmark research with more than 300 organizations, in-depth stories, and tools, Beyond Collaboration Overload will coach you to reclaim close to a day a week when you: Identify and challenge beliefs that lead you to collaborate too quickly Impose structure in your work to prevent unproductive collaboration Alter behaviors to create more efficient collaboration It then outlines how successful people invest this reclaimed time to: Cultivate a broad network—not a big one—for innovation and scale Energize others—a strong predictor of high performance Connect with others to reduce micro-stressors and enhance physical and mental well-being Cross' framework provides relief from the definitive problem of our age—dysfunctional collaboration at the expense of our performance, health and overall well-

being.

Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues, each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas—and prepare you and your company for the future. This specially priced 8-volume set includes: Agile Artificial Intelligence Blockchain Climate Change Customer Data & Privacy Cybersecurity Monopolies & Tech Giants Strategic Analytics

A look at how new technologies can be put to use in the creation of a more just society. Artificial Intelligence (AI) is not likely to make humans redundant. Nor will it create superintelligence anytime soon. But it will make huge advances in the next two decades, revolutionize medicine, entertainment, and transport, transform jobs and markets, and vastly increase the amount of information that governments and companies have about individuals. AI for Good leads off with economist and best-selling author Daron Acemoglu, who argues that there are reasons to be concerned about these developments. AI research today pays too much attention to the technological hurdles ahead without enough attention to its disruptive effects on the fabric of society: displacing workers while failing to create new opportunities for them and threatening to undermine democratic governance itself. But the direction of AI development is not preordained. Acemoglu argues for its potential to create shared prosperity and bolster democratic freedoms. But directing it to that task will take great effort: It will require new funding and regulation, new norms and priorities for developers themselves, and regulations over new technologies and their applications. At the intersection of technology and economic justice, this book will bring together experts--economists, legal scholars, policy makers, and developers--to debate these challenges and consider what steps tech companies can do take to ensure the advancement of AI does not further diminish economic prospects of the most vulnerable groups of population.

"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"--

Does it seem like you never have enough time to get everything done? Keeping on top of your tasks, deadlines, and work schedule can be daunting. Managing Time quickly walks you through the basics. You'll learn to: Assess how you spend your time now Prioritize your tasks Plan the right time to work on each one Avoid procrastination and interruptions About HBR's 20-Minute Manager Series: 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. More than a buzzword, agile is a powerful business tool for all. To the uninitiated, agile is a software development and project management process involving white boards, colored Post-it Notes, and stand-up meetings. It may seem as though agile doesn't and won't ever apply to you. But agile is here to stay, and its benefits can be realized beyond IT and project management into other areas of your business. If you're a leader, it's worth exploring how your group can benefit from the higher productivity and morale agile brings. *Agile: The Insights You Need from Harvard Business Review* brings you today's most essential thinking on agile, from exploring the conditions under which agile is most effective and easiest to implement to reducing new-product development risk to bringing the most valuable products and features to market faster and more predictably. The lessons in this book will help you introduce agile into a broader range of activities and accelerate profitable growth for your company. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the *Insights You Need from Harvard Business Review* series. Featuring HBR's smartest thinking on fast-moving issues--blockchain, cybersecurity, AI, and more--each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The *Insights You Need* series will help you grasp these critical ideas--and prepare you and your company for the future.

What does it take to make a project succeed? This astute collection of articles helicopters managers above the day-to-day grind of project management to understand the big-picture reasons behind why projects fly—and why they fail. Why are some bad projects so hard to kill—and why do some good projects tank? This book will help managers make decisions that enable the right projects to succeed.

What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in *The Progress Principle*, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly 12,000 diary entries provided by 238 employees in 7 companies, the authors explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies studied, *The Progress Principle* equips aspiring and seasoned leaders alike with the insights they need to maximize their people's performance.

Offers advice on how to lead an organization into change, including establishing a

sense of urgency, developing a vision and strategy, and generating short-term wins. Join the global movement that's making corporations more people-centric to achieve great results. The world is facing a global leadership crisis. Seventy-seven percent of leaders think they do a good job of engaging their people, yet 88 percent of employees say their leaders don't engage enough. There is also a high level of suffering in the workplace: 35 percent of employees would forgo a pay raise to see their leaders fired. This is an enormous waste of human talent--despite the fact that \$46 billion is spent each year on leadership development. Based on extensive research, including assessments of more than 35,000 leaders and interviews with 250 C-level executives, *The Mind of the Leader* concludes that organizations and leaders aren't meeting employees' basic human needs of finding meaning, purpose, connection, and genuine happiness in their work. But more than a description of the problem, *The Mind of the Leader* offers a radical, yet practical, solution. To solve the leadership crisis, organizations need to put people at the center of their strategy. They need to develop managers and executives who lead with three core mental qualities: mindfulness, selflessness, and compassion. Using real-world inspirational examples from Marriott, Accenture, McKinsey & Company, LinkedIn, and many more, *The Mind of the Leader* shows how this new kind of leadership turns conventional leadership thinking upside down. It represents a radical redefinition of what it takes to be an effective leader--and a practical, hard-nosed solution to every organization's engagement and execution problems.

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