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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.

"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"--

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.

Reinvent your organization for the hybrid age. Hybrid work is here to stay--but what will it look like at your company? Organizations that mandate rigid, prepandemic policies of five days a week at the traditional, co-located office may risk a mass exodus of talent. But designing a hybrid office that furthers your business goals while staying true to your culture will require experimentation and rigorous planning. *Hybrid Workplace: The Insights You Need from Harvard Business Review* will help you adopt technological, cultural, and management practices that will let you seize the benefits and avoid the pitfalls of the hybrid age. 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.

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

A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In *The Innovator ' s DNA*, authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (*The Innovator ' s Dilemma*, *The Innovator ' s Solution*, *How Will You Measure Your Life?*) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world ' s best innovators--from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group--the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking, and Experimenting. Once you master these competencies (the authors provide a self-assessment for rating your own innovator ' s DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company ' s stock price--an innovation premium--which is possible only by building the code for innovation right into your organization ' s people, processes, and guiding philosophies. Practical and provocative, *The Innovator ' s DNA* is an essential resource for individuals and teams who want to strengthen their innovative prowess.

The companion workbook to Dartmouth professor Sydney Finkelstein's acclaimed *Superbosses: How Exceptional Leaders Master the Flow of Talent*. *Superbosses* explained how industry legends like football coach Bill Walsh, television executive Lorne Michaels, restaurateur Alice Waters, and fashion pioneer Ralph Lauren find, nurture, and lead employees. Now, *The Superbosses* Playbook shows readers how to apply the tactics of these "superbosses" in their own organizations. The *Superbosses* Playbook features assessments, case studies, and exercises designed to help anyone recruit talent, lead performance, inspire teams, and even part with great people like a true superboss. For instance, Finkelstein includes assessments of your superboss score and templates for interviewing and evaluating new hires. This workbook will help you learn and apply the secrets of iconic business leaders.

With forty well structured and easy to follow topics to choose from, each workbook has a wide range of case studies, questions and activities to meet both an individual or organization's training needs. Whether studying for an ILM qualification or looking to enhance the skills of your employees, Super Series provides essential solutions, frameworks and techniques to support management and leadership development.

A revolutionary and timely reconsideration of everything we know about power. Celebrated UC Berkeley psychologist Dr. Dacher Keltner argues that compassion and selflessness enable us to have the most influence over others and the result is power as a force for good in the world. Power is ubiquitous--but totally misunderstood. Turning conventional wisdom on its head, Dr. Dacher Keltner presents the very idea of power in a whole new light, demonstrating not just how it is a force for good in the world, but how--via compassion and selflessness--it is attainable for each and every one of us. It is taken for granted that power corrupts. This is reinforced culturally by everything from Machiavelli to contemporary politics. But how do we get power? And how does it change our behavior? So often, in spite of our best intentions, we lose our hard-won power. Enduring power comes from empathy and giving. Above all, power is given to us by other people. This is what we all too often forget, and it is the crux of the power paradox: by misunderstanding the behaviors that helped us to gain power in the first place we set ourselves up to fall from power. We abuse and lose our power, at work, in our family life, with our friends, because we've never understood it correctly--until now. Power isn't the capacity to act in cruel and uncaring ways; it is the ability to do good for others, expressed in daily life, and in and of itself a good thing. Dr. Keltner lays out exactly--in twenty original "Power Principles"--how to retain power; why power can be a demonstrably good thing; when we are likely to abuse power; and the terrible consequences of letting those around us languish in powerlessness.

Too many companies are managed not by leaders, but by mere role players and faceless bureaucrats. What does it take to be a real leader--one who is confident in who she is and what she stands for, and who truly inspires people to achieve extraordinary results? Rob Goffee and Gareth Jones argue that leaders don ' t become great by aspiring to a list of universal character traits. Rather, effective leaders are authentic: they deploy individual strengths to engage followers ' hearts, minds, and souls. They are skillful at consistently being themselves, even as they alter their behaviors to respond effectively in changing contexts. In this lively and practical book, Goffee and Jones draw from extensive research to reveal how to hone and deploy one ' s unique leadership assets while managing the inherent tensions at the heart of successful leadership: showing emotion and withholding it, getting close to followers while keeping distance, and maintaining individuality while "conforming enough." Underscoring the social nature of leadership, the book also explores how leaders can remain attuned to the needs and expectations of followers. Why Should Anyone Be Led By You? will forever change how we view, develop, and practice the art of leadership, wherever we live and work.

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