

Harvard Business Review On Work And Life Balance Harvard Business Review Paperback Series

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.

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

A Wall Street Journal Bestseller Named a Financial Times top title How to unleash "human magic" and achieve improbable results. Hubert Joly, former CEO of Best Buy and orchestrator of the retailer's spectacular turnaround, unveils his personal playbook for achieving extraordinary outcomes by putting people and purpose at the heart of business. Back in 2012, "Everyone thought we were going to die," says Joly. Eight years later, Best Buy was transformed as Joly and his team rebuilt the company into one of the nation's favorite employers, vastly increased customer satisfaction, and dramatically grew Best Buy's stock price. Joly and his team also succeeded in making Best Buy a leader in sustainability and innovation. In *The Heart of Business*, Joly shares the philosophy behind the resurgence of Best Buy: pursue a noble purpose, put

people at the center of the business, create an environment where every employee can blossom, and treat profit as an outcome, not the goal. This approach is easy to understand, but putting it into practice is not so easy. It requires radically rethinking how we view work, how we define companies, how we motivate, and how we lead. In this book Joly shares memorable stories, lessons, and practical advice, all drawn from his own personal transformation from a hard-charging McKinsey consultant to a leader who believes in human magic. *The Heart of Business* is a timely guide for leaders ready to abandon old paradigms and lead with purpose and humanity. It shows how we can reinvent capitalism so that it contributes to a sustainable future.

Rethinking How to Build Inclusive Organizations Race, Work, and Leadership is a rare and important compilation of essays that examines how race matters in people's experience of work and leadership. What does it mean to be black in corporate America today? How are racial dynamics in organizations changing? How do we build inclusive organizations? Inspired by and developed in conjunction with the research and programming for Harvard Business School's commemoration of the fiftieth anniversary of the founding of the HBS African American Student Union, this groundbreaking book shines new light on these and other timely questions and illuminates the present-day dynamics of race in the workplace. Contributions from top scholars, researchers, and practitioners in leadership, organizational behavior, psychology, sociology, and education test the relevance of long-held assumptions and reconsider the research approaches and interventions needed to understand and advance African Americans in work settings and leadership roles. At a time when--following a peak in 2002--there are fewer African American men and women in corporate leadership roles, *Race, Work, and Leadership* will stimulate new scholarship and dialogue on the organizational and leadership challenges of African Americans and become the indispensable reference for anyone committed to understanding, studying, and acting on the challenges facing leaders who are building inclusive organizations. A Wall Street Journal Bestseller "...this guide provides readers with much more than just early careers advice; it can help everyone from interns to CEOs." — a Financial Times top title *You've landed a job. Now what?* No one tells you how to navigate your first day in a new role. No one tells you how to take ownership, manage expectations, or handle workplace politics. No one tells you how to get promoted. The answers to these professional unknowns lie in the unspoken rules—the certain ways of doing things that managers expect but don't explain and that top performers do but don't realize. The problem is, these rules aren't taught in school. Instead, they get passed down over dinner or from mentor to mentee, making for an unlevel playing field, with the insiders getting ahead and the outsiders stumbling along through trial and error. Until now. In this practical guide, Gorick Ng, a first-generation college student and Harvard career adviser, demystifies the unspoken rules of work. Ng distills the wisdom he has gathered from over five hundred interviews with professionals across industries and job

types about the biggest mistakes people make at work. Loaded with frameworks, checklists, and talking points, the book provides concrete strategies you can apply immediately to your own situation and will help you navigate inevitable questions, such as: How do I manage my time in the face of conflicting priorities? How do I build relationships when I'm working remotely? How do I ask for help without looking incompetent or lazy? The Unspoken Rules is the only book you need to perform your best, stand out from your peers, and set yourself up for a fulfilling career.

"Argues that monitoring one's electronic business communication 24/7 is actually counterproductive and offers a plan for companies to take time to ""disconnect"" in order to boost their productivity."

"I often talk about the importance of trust when it comes to work: the trust of your employees and building trust with your customers. This book provides a blueprint for how to build and maintain that trust and connection in a digital environment."
—Eric S. Yuan, founder and CEO of Zoom
A Harvard Business School professor and leading expert in virtual and global work provides remote workers and leaders with the best practices necessary to perform at the highest levels in their organizations. The rapid and unprecedented changes brought on by Covid-19 have accelerated the transition to remote working, requiring the wholesale migration of nearly entire companies to virtual work in just weeks, leaving managers and employees scrambling to adjust. This massive transition has forced companies to rapidly advance their digital footprint, using cloud, storage, cybersecurity, and device tools to accommodate their new remote workforce. Experiencing the benefits of remote working—including nonexistent commute times, lower operational costs, and a larger pool of global job applicants—many companies, including Twitter and Google, plan to permanently incorporate remote days or give employees the option to work from home full-time. But virtual work has its challenges. Employees feel lost, isolated, out of sync, and out of sight. They want to know how to build trust, maintain connections without in-person interactions, and a proper work/life balance. Managers want to know how to lead virtually, how to keep their teams motivated, what digital tools they'll need, and how to keep employees productive. Providing compelling, evidence-based answers to these and other pressing issues, Remote Work Revolution is essential for navigating the enduring challenges teams and managers face. Filled with specific actionable steps and interactive tools, this timely book will help team members deliver results previously out of reach. Following Neeley's advice, employees will be able to break through routine norms to successfully use remote work to benefit themselves, their groups, and ultimately their organizations.

Fundamental frameworks for emotional intelligence and how to apply them every day. According to research by Daniel Goleman, emotional intelligence has proved to be twice as important as other competencies in determining outstanding leadership. It is now one of the crucial criteria in hiring and promotion

processes, performance evaluations, and professional development courses. And it's not innate--it's a skill that all of us can improve. With this double volume you'll get HBR's 10 Must Reads on Emotional Intelligence and the HBR Guide to Emotional Intelligence. That's 10 definitive HBR articles on emotional intelligence by Goleman and other leaders in the field, curated by our editors--paired with smart, focused advice from HBR experts about how to implement those ideas in your daily work life. With *Everyday Emotional Intelligence*, you'll learn how to:

- Recognize your own EQ strengths and weaknesses
- Regulate your emotions in tough situations
- Manage difficult people
- Build the social awareness of your team
- Motivate yourself through ups and downs
- Write forceful emails people won't misinterpret
- Make better, less emotionally biased decisions
- Help an employee develop emotional intelligence
- Handle specific situations like crying at work and tense communications across different cultures

A researcher and consultant burrows deep inside the heads of one modern two-career couple to examine how each partner processes the workday—revealing how a more nuanced understanding of the brain can allow us to better organize, prioritize, recall, and sort our daily lives. Emily and Paul are the parents of two young children, and professionals with different careers. Emily is the newly promoted vice president of marketing at a large corporation; Paul works from home or from clients' offices as an independent IT consultant. Their days are filled with a bewildering blizzard of emails, phone calls, more emails, meetings, projects, proposals, and plans. Just staying ahead of the storm has become a seemingly insurmountable task. In *Your Brain at Work*, Dr. David Rock goes inside Emily and Paul's brains to see how they function as each attempts to sort, prioritize, organize, and act on the vast quantities of information they receive in one typical day. Dr. Rock is an expert on how the brain functions in a work setting. By analyzing what is going on in their heads, he offers solutions Emily and Paul (and all of us) can use to survive and thrive in today's hyperbusy work environment—and still feel energized and accomplished at the end of the day. In *Your Brain at Work*, Dr. Rock explores issues such as: why our brains feel so taxed, and how to maximize our mental resources why it's so hard to focus, and how to better manage distractions how to maximize the chance of finding insights to solve seemingly insurmountable problems how to keep your cool in any situation, so that you can make the best decisions possible how to collaborate more effectively with others why providing feedback is so difficult, and how to make it easier how to be more effective at changing other people's behavior and much more.

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

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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.

Why the gender gap persists and how we can close it. For years women have made up the majority of college-educated workers in the United States. In 2019, the gap between the percentage of women and the percentage of men in the workforce was the smallest on record. But despite these statistics, women remain underrepresented in positions of power and status, with the highest-paying jobs the most gender-imbalanced. Even in fields where the numbers of men and women are roughly equal, or where women actually make up the majority, leadership ranks remain male-dominated. The persistence of these inequalities begs the question: Why haven't we made more progress? In *Glass Half-Broken*, Colleen Ammerman and Boris Groysberg reveal the pervasive organizational obstacles and managerial actions—limited opportunities for development, lack of role models and sponsors, and bias in hiring, compensation, and promotion—that create gender imbalances. Bringing to light the key findings from the latest research in psychology, sociology, organizational behavior, and economics, Ammerman and Groysberg show that throughout their careers—from entry-level to mid-level to senior-level positions—women get pushed out of the leadership pipeline, each time for different reasons. Presenting organizational and managerial strategies designed to weaken and ultimately break down these barriers, *Glass Half-Broken* is the authoritative resource that managers and leaders at all levels can use to finally shatter the glass ceiling.

When asked to define the ideal leader, many would emphasize traits such as intelligence, toughness, determination, and vision—the qualities traditionally associated with leadership. Often left off the list are softer, more personal qualities—but they are also essential. Although a certain degree of analytical and technical skill is a minimum requirement for success, studies indicate that emotional intelligence may be the key attribute that distinguishes outstanding performers from those who are merely adequate. Psychologist and author Daniel Goleman first brought the term "emotional intelligence" to a wide audience with his 1995 book of the same name, and Goleman first applied the concept to business with a 1998 classic Harvard Business Review article. In his research at nearly 200 large, global companies, Goleman found that truly effective leaders are distinguished by a high degree of emotional intelligence. Without it, a person can have first-class training, an incisive mind, and an endless supply of good ideas, but he or she still won't be a great leader. The chief components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skill—can sound unbusinesslike, but Goleman found direct ties between emotional intelligence and measurable business results. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on

you today and for years to come.

You can change your company's culture. Organizational culture often feels like something that has a life of its own. But leaders are the stewards of a company's culture and have the power to shape and even change it. If you read nothing else on building a better organizational culture, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you identify where your culture can be improved, communicate change, and anticipate and address implementation challenges. This book will inspire you to: See what your company culture is currently like--and what it could be Explore your company's emotional culture Gather input on what needs to be fixed or initiated Improve collaboration Foster a culture of trust Articulate the new culture's mission, values, and expectations Deal with resistance and roadblocks This collection of articles includes "The Leader's Guide to Corporate Culture," by Boris Groysberg, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng; "Manage Your Emotional Culture," by Sigal Barsade and Olivia A. O'Neill; "The Neuroscience of Trust," by Paul J. Zak; "Creating a Purpose-Driven Organization," by Robert E. Quinn and Anjan V. Thakor; "Creating the Best Workplace on Earth," by Rob Goffee and Gareth Jones; "Cultural Change That Sticks," by Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley; "How to Build a Culture of Originality," by Adam Grant; "When Culture Doesn't Translate," by Erin Meyer; "Culture Is Not the Culprit," by Jay W. Lorsch and Emily Gandhi; "Conquering a Culture of Indecision," by Ram Charan; and "Radical Change, the Quiet Way," by Debra E. Meyerson.

How to close the gap between strategy and execution Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In *Strategy That Works*, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies: • Commit to what they do best instead of chasing multiple opportunities • Build their own unique winning capabilities instead of copying others • Put their culture to work instead of struggling to change it • Invest where it matters instead of going lean across the board • Shape the future instead of reacting to it Packed with tools you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

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

Tips, stories, and strategies for the job that never ends. When it comes to being a working parent, there are no right answers to the tough questions you grapple with, from how to get your toddler out the door to supporting your teen through struggles with their peers to whether or not to accept that big promotion—and the extensive travel and long hours that come with it. But there are answers that are right for you and your family. The *HBR Working Parents Series Collection* assembles the ideas and strategies you need to help you get ahead—and get through the day. Included in this set are *Managing Your Career*, *Getting It All Done*, and

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Taking Care of Yourself. This compilation offers insights and practical advice from world-class experts on the topics that matter most to working parents including making decisions at home and at work that align with your priorities; navigating tradeoffs—and managing the feelings that come with them; developing strategies for managing both the details of your day and the long-term view of your career; finding time for personal development; and making career choices that work for you—and your family. The HBR Working Parents Series supports readers as they anticipate challenges, learn how to advocate for themselves more effectively, juggle their impossible schedules, and find fulfillment at home and at work. From classic issues such as work-life balance and making time for yourself to thorny challenges such as managing an urgent family crisis and the impact of parenting on your career, this series features the practical tips, strategies, and research you need to be—and feel—more effective at home and at work. Whether you're up with a newborn or touring universities with your teen, we've got what you need to make working parenthood work for you.

This Harvard Business Review digital collection showcases the ideas of Rob Goffee and Gareth Jones, authors of *Why Should Anyone Be Led by You?* and *Why Should Anyone Work Here?* In *Why Should Anyone Be Led by You?*, Goffee and 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. In *Why Should Anyone Work Here?*, the authors argue that it used to be that businesses could ask individuals to conform to the organization's needs but that now today's leaders are charged with creating the best company on earth to work for: they must transform their organizations to attract the right people, keep them, and inspire them to do their best work. 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 fly blind. See how the power of experiments works for you. When it comes to improving customer experiences, trying out new business models, or developing new products, even the most experienced managers often get it wrong. They discover that intuition, experience, and big data alone don't work. What does? Running disciplined business experiments. And what if companies roll out new products or introduce new customer experiences without running these experiments? They fly blind. That's what Harvard Business School professor Stefan Thomke shows in this rigorously researched and eye-opening book. It guides you through best practices in business experimentation, illustrates how these practices work at leading companies, and answers some fundamental questions: What makes a good experiment? How do you test in online and brick-and-mortar businesses? In B2B and B2C? How do you build an experimentation culture? Also, best practice means running many experiments. Indeed, some hugely successful companies, such as Amazon, Booking.com, and Microsoft, run tens of thousands of controlled experiments annually, engaging millions of users. Thomke shows us how these and many other organizations prove that experimentation

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provides significant competitive advantage. How can managers create this capability at their own companies? Essential is developing an experimentation organization that prizes the science of testing and puts the discipline of experimentation at the center of its innovation process. While it once took companies years to develop the tools for such large-scale experiments, advances in technology have put these tools at the fingertips of almost any business professional. By combining the power of software and the rigor of controlled experiments, today's managers can make better decisions, create magical customer experiences, and generate big financial returns. Experimentation Works is your guidebook to a truly new way of thinking and innovating.

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.

Lead Your Business Through the Covid-19 Recession The second global downturn in a dozen years is upon us—but do lessons learned during the Great Recession still apply? What must you and your business do, now, to ensure you come out the other side intact? Global Recession: Insights You Need from Harvard Business Review will help you understand the smartest ways to cut costs intelligently, find opportunities amid upheaval, and reshape your business to seize advantage in the upswing. 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.

Building a successful career starts with you. It's easy to get caught up in the day-to-day demands of your current job and lose sight of the big picture, but with a typical career spanning 50 years or more, you do so at your own peril. It's up to you to chart your own course to professional success. If you read nothing else on effectively managing your career, 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 develop yourself, make the right career moves, navigate inevitable detours and disruptions, and turn your professional dreams into reality. This book will inspire you to: Identify and leverage your strengths Cultivate the curiosity, skills, and knowledge you need to maintain your professional relevance far into the future Navigate messy job transitions gracefully Build and sustain a network that supports and

encourages your growth Restore meaning and passion to your work Bounce back from career setbacks big and small Reinvent yourself, even in tough times This collection of articles includes "Managing Oneself," by Peter F. Drucker; "How to Play to Your Strengths," by Laura Morgan Roberts, Gretchen Spreitzer, Jane Dutton, Robert Quinn, Emily Heaphy, and Brianna Barker Caza; "How to Stay Stuck in the Wrong Career," by Herminia Ibarra; "Five Ways to Bungle a Job Change," by Boris Groysberg and Robin Abrahams; "Learning to Learn," by Erika Andersen; "The Strategic Side Gig," by Ken Banta and Orlan Boston; "How Leaders Create and Use Networks," by Herminia Ibarra and Mark Lee Hunter; "How to Bounce Back from Adversity," by Joshua D. Margolis and Paul G. Stoltz; "Rebounding from Career Setbacks," by Mitchell Lee Marks, Philip Mirvis, and Ron Ashkenas; "Reawakening Your Passion for Work," by Richard Boyatzis, Annie McKee, and Daniel Goleman; and "Next-Gen Retirement," by Heather C. Vough, Christine D. Bataille, Leisa Sargent, and Mary Dean Lee. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

Forget what you know about the world of work You crave feedback. Your organization's culture is the key to its success. Strategic planning is essential. Your competencies should be measured and your weaknesses shored up. Leadership is a thing. These may sound like basic truths of our work lives today. But actually, they're lies. As strengths guru and bestselling author Marcus Buckingham and Cisco Leadership and Team Intelligence head Ashley Goodall show in this provocative, inspiring book, there are some big lies--distortions, faulty assumptions, wrong thinking--that we encounter every time we show up for work. Nine lies, to be exact. They cause dysfunction and frustration, ultimately resulting in workplaces that are a pale shadow of what they could be. But there are those who can get past the lies and discover what's real. These freethinking leaders recognize the power and beauty of our individual uniqueness. They know that emergent patterns are more valuable than received wisdom and that evidence is more powerful than dogma. With engaging stories and incisive analysis, the authors reveal the essential truths that such freethinking leaders will recognize immediately: that it is the strength and cohesiveness of your team, not your company's culture, that matter most; that we should focus less on top-down planning and more on giving our people reliable, real-time intelligence; that rather than trying to align people's goals we should strive to align people's sense of purpose and meaning; that people don't want constant feedback, they want helpful attention. This is the real world of work, as it is and as it should be. Nine Lies About Work reveals the few core truths that will help you show just how good you are to those who truly rely on you.

An inspirational, practical, and research-based guide for standing up and speaking out skillfully at work. Have you ever wanted to disagree with your boss? Speak up about your company's lack of diversity or unequal pay practices? Make a tough decision you knew would be unpopular? We all have opportunities to be courageous at work. But

since courage requires risk—to our reputations, our social standing, and, in some cases, our jobs—we often fail to act, which leaves us feeling powerless and regretful for not doing what we know is right. There's a better way to handle these crucial moments—and *Choosing Courage* provides the moral imperative and research-based tactics to help you become more competently courageous at work. Doing for courage what Angela Duckworth has done for grit and Brene Brown for vulnerability, Jim Detert, the world's foremost expert on workplace courage, explains that courage isn't a character trait that only a few possess; it's a virtue developed through practice. And with the right attitude and approach, you can learn to hone it like any other skill and incorporate it into your everyday life. Full of stories of ordinary people who've acted courageously, *Choosing Courage* will give you a fresh perspective on the power of voicing your authentic ideas and opinions. Whether you're looking to make a mark, stay true to your values, act with more integrity, or simply grow as a professional, this is the guide you need to achieve greater impact at work.

How to Optimize Human-Machine Work Combinations Your organization has made the decision to adopt automation and artificial intelligence technologies. Now, you face difficult and stubborn questions about how to implement that decision: How, when, and where should we apply automation in our organization? Is it a stark choice between humans versus machines? How do we stay on top of these technological trends as work and automation continue to evolve? Work and human capital experts Ravin Jesuthasan and John Boudreau present leaders with a new set of tools to answer these daunting questions. Transcending the endless debate about humans being replaced by machines, Jesuthasan and Boudreau show how smart leaders instead are optimizing human-automation combinations that are not only more efficient but also generate higher returns on improved performance. Based on groundbreaking primary research, *Reinventing Jobs* provides an original, structured approach of four distinct steps--deconstruct, optimize, automate, and reconfigure--to help leaders reinvent how work gets bundled into jobs and create optimal human-machine combinations.

Jesuthasan and Boudreau show leaders how to continuously reexamine what a job really is, and they provide the tools for identifying the pivotal performance value of tasks within jobs and how these tasks should be reconstructed into new, more optimal combinations. With numerous examples and practical advice for applying the four-step process, *Reinventing Jobs* gives leaders a more precise, planful, and actionable way to decide how, when, and where to apply and optimize work automation.

While some of us enjoy a lively debate with colleagues and others prefer to suppress our feelings over disagreements, we all struggle with conflict at work. Every day we navigate an office full of competing interests, clashing personalities, limited time and resources, and fragile egos. Sure, we share the same overarching goals as our colleagues, but we don't always agree on how to achieve them. We work differently. We rub each other the wrong way. We jockey for position. How can you deal with conflict at work in a way that is both professional and productive—where it improves both your work and your relationships? You start by understanding whether you generally seek or avoid conflict, identifying the most frequent reasons for disagreement, and knowing what approaches work for what scenarios. Then, if you decide to address a particular conflict, you use that information to plan and conduct a productive conversation. The HBR Guide to Dealing with Conflict will give you the advice you need

to: Understand the most common sources of conflict Explore your options for addressing a disagreement Recognize whether you—and your counterpart—typically seek or avoid conflict Prepare for and engage in a difficult conversation Manage your and your counterpart's emotions Develop a resolution together Know when to walk away 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.

A year's worth of management wisdom, all in one place. We've reviewed the ideas, insights, and best practices from the past year of Harvard Business Review to keep you up-to-date on the most cutting-edge, influential thinking driving business today. With authors from Marcus Buckingham to Amy Edmondson and company examples from Lyft to Disney, this volume brings the most current and important management conversations right to your fingertips. This book will inspire you to: Rethink whether constant, candid feedback really helps employees thrive Move beyond diversity and inclusion to creating a racially just workplace Adopt connected strategies that anticipate your customers' needs Navigate the challenges of dual-career relationships Understand when data creates competitive advantage—and when it doesn't Break through the organizational barriers that impede AI initiatives Lead in a new era of climate action This collection of articles includes “The Feedback Fallacy,” by Marcus Buckingham and Ashley Goodall; “Cross-Silo Leadership,” by Tiziana Casciaro, Amy C. Edmondson, and Sujin Jang; “Toward a Racially Just Workplace,” by Laura Morgan Roberts and Anthony J. Mayo; “The Age of Continuous Connection,” by Nicolaj Siggelkow and Christian Terwiesch; “The Hard Truth about Innovative Cultures,” by Gary P. Pisano; “Creating a Trans-Inclusive Workplace,” by Christian N. Thoroughgood, Katina B. Sawyer, and Jennica R. Webster; “When Data Creates Competitive Advantage,” by Andrei Hagiu and Julian Wright; “Your Approach to Hiring Is All Wrong,” by Peter Cappelli; “How Dual-Career Couples Make It Work,” by Jennifer Petriglieri; “Building the AI-Powered Organization,” by Tim Fountaine, Brian McCarthy, and Tamim Saleh; “Leading a New Era of Climate Action,” by Andrew Winston; and “That Discomfort You’re Feeling Is Grief,” by Scott Berinato.

Life's too short to be unhappy at work "I'm working harder than I ever have, and I don't know if it's worth it anymore." If you're a manager or leader, these words have probably run through your mind. So many of us are feeling fed up, burned out, and unhappy at work: the constant pressure and stress, the unending changes, the politics--people feel as though they can't give much more, and performance is suffering. But it's work, after all, right? Should we even expect to be fulfilled and happy at work? Yes, we should, says Annie McKee, coauthor of the bestselling *Primal Leadership*. In her new transformative book, she makes the most compelling case yet that happiness--and the full engagement that comes with it--is more important than ever in today's workplace, and she sheds new light on the powerful relationship of happiness to individual, team, and organizational success. Based on extensive research and decades of experience with leaders, this book reveals that people must have three essential elements in order to be happy at work: A sense of purpose and the chance to contribute to something bigger than themselves A vision that is powerful and personal, creating a real sense of hope Resonant, friendly relationships With vivid and moving real-life stories, the book shows how leaders can use these powerful pillars to create and sustain happiness even when they're under pressure. By emphasizing purpose, hope, and friendships they can also ensure a healthy, positive climate for their teams and throughout the organization. How to Be Happy at

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Work deepens our understanding of what it means to be truly fulfilled and effective at work and provides clear, practical advice and instruction for how to get there--no matter what job you have.

Poll after poll has confirmed that an astonishing number of workers are disengaged from their work. Why is this happening? And how can we fix the problem? In this bold, enlightening book, social psychologist and professor Daniel M. Cable takes leaders into the minds of workers and reveals the surprising secret to restoring their zest for work. Disengagement isn't a motivational problem, it's a biological one. Humans aren't built for routine and repetition. We're designed to crave exploration, experimentation, and learning--in fact, there's a part of our brains, which scientists have coined "the seeking system," that rewards us for taking part in these activities. But the way organizations are run prevents many of us from following our innate impulses. As a result, we shut down. Things need to change. More than ever before, employee creativity and engagement are needed to win. Fortunately, it won't take an extensive overhaul of your organizational culture to get started. With small nudges, you can personally help people reach their fullest potential. *Alive at Work* reveals: How to encourage people to bring their best selves to work and use their greatest strengths to help your organization flourish How to build creative environments that motivate people to share ideas, work smarter, and embrace change How to enhance people's connection to their work and your customers How to create personalized experiences that help people feel a deeper sense of purpose Filled with fascinating stories from the author's extensive research, *Alive at Work* is the inspirational guide that you need to tap into the passion, creativity, and purpose fizzing beneath the surface of every person who falls under your leadership.

This collection of articles from the Harvard Business Review examines the `new' problems of today's complex workplace--the changing roles of women and minorities, the upswing of mid-life crises, workaholism, forced retirement, and romance on the job--and suggests responsible, humane ways for managers to help their employees work them out.

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.

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.

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The future is here. How is your organization responding? Amid the turbulence of a global pandemic, worldwide social justice movements, and accelerated digital transformation, one thing has been clear—work will no longer be the same. Employees now expect a flexible, inclusive workplace, and a deeper connection to their employer. Organizations must commit to doing good for their people and communities. What should you and your company be doing to adapt? *The Future of Work: The Insights You Need from Harvard Business Review* will provide you with today's most essential thinking about creating a work-from-anywhere organization, harnessing AI as part of your team, creating an inclusive culture, and building a purpose-driven organization. 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.

As a follow-up to the successful *Competing on Analytics*, authors Tom Davenport, Jeanne Harris, and Robert Morison provide practical frameworks and tools for all companies that want to use analytics as a basis for more effective and more profitable decision making. Regardless of your company's strategy, and whether or not analytics are your company's primary source of competitive differentiation, this book is designed to help you assess your organization's analytical capabilities, provide the tools to build these capabilities, and put analytics to work. The book helps you answer these pressing questions: What assets do I need in place in my organization in order to use analytics to run my business? Once I have these assets, how do I deploy them to get the most from an analytic approach? How do I get an analytic initiative off the ground in the first place, and then how do I sustain analytics in my organization over time? Packed with tools, frameworks, and all new examples, *Analytics at Work* makes analytics understandable and accessible and teaches you how to make your company more analytical. **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

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.

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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.

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.

No data is completely safe. Cyberattacks on companies and individuals are on the rise and growing not only in number but also in ferocity. And while you may think your company has taken all the precautionary steps to prevent an attack, no individual, company, or country is safe. Cybersecurity can no longer be left exclusively to IT specialists. Improving and increasing data security practices and identifying suspicious activity is everyone's responsibility, from the boardroom to the break room. Cybersecurity: The Insights You Need from Harvard Business Review brings you today's most essential thinking on cybersecurity, from outlining the challenges to exploring the solutions, and provides you with the critical information you need to prepare your company for the inevitable hack. The lessons in this book will help you get everyone in your organization on the same page when it comes to protecting your most valuable assets. 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.

The Future of Work: the Insights You Need from Harvard Business Review HBR Insights You know you need to delegate some of your work so that you have time to focus on the things that require your expertise. But it's not easy to do. Delegating Work quickly walks you through the fundamentals of: ? Establishing a productive environment ? Assigning the right work to the right people ? Conducting an effective hand-off meeting ? Monitoring without micromanaging 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

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ambitious professionals and aspiring executives?from the most trusted source in business. Also available as an ebook.

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

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