

HARVARD ManageMentor®

LEARNER'S GUIDE

Learner's Guide

Welcome to Harvard ManageMentor®! Whether you're here for a quick brush-up on a single subject, following a course recommended by your organization, or charting a managerial path for yourself, Harvard ManageMentor has been designed to help you achieve your goals and drive business impact.

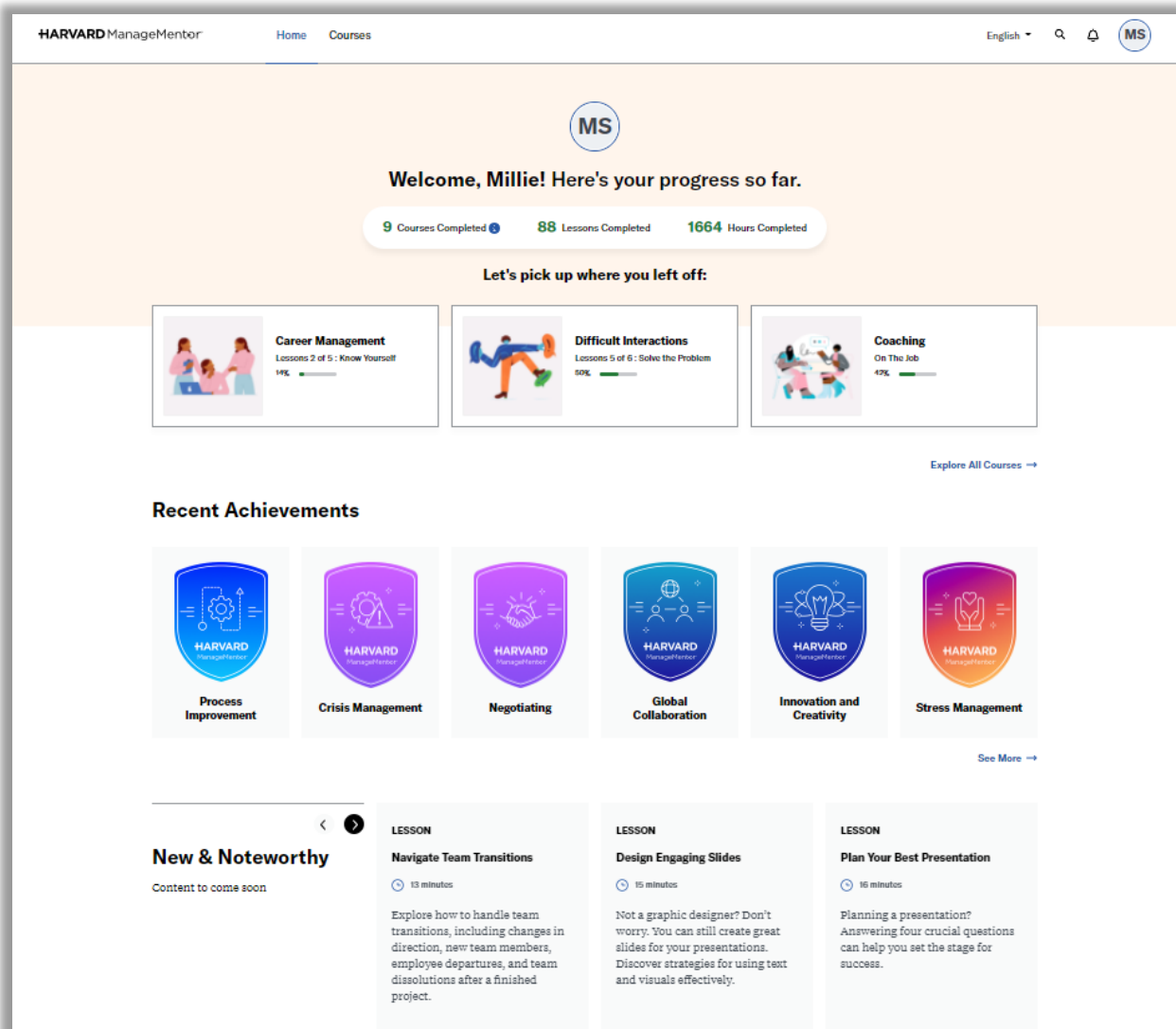
The Learner's Guide will take you through a typical course flow and introduce you to features and functionality designed to help you acquire the information you need, when you need it, apply it on the job, and share it with others.

TABLE OF CONTENTS

Home Page	3
Courses Page	4
Site Navigation	5
Search	5
Learner Menu	6
Your Profile	7
Learning Reminder	12
See What's New	13
Course Structure	15
Details Page	15
Course Sidebar	17
Lessons	18
Lesson Kit	20
Assessment	21
On-the-Job (OTJ)	21
Badges	24
CONTENT RESOURCES	25
Course Highlights	25
Company Resources	26
From the Collection	26
Editor's Choice	27
Discussion Guides	27
Tools	27
Quick-Read	28
Site Resources	29
Language Selection	30
Recommendation Emails	30
Harvard ManageMentor On-the-Go	30
System Check	31
Help	31
Feedback	31

HOME PAGE

Whether you're just getting started or are a frequent user, Harvard ManageMentor's **Home page** features everything you need to make the most out of your learning. With our recent redesign, every feature that you need to get started in HMM is right at your fingertips and the page has enhanced accessibility and ease of use!

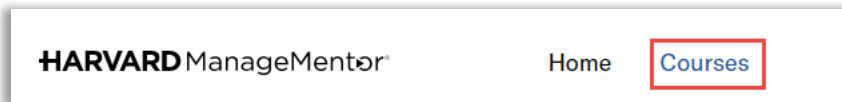


Specifically, the Home page includes the following sections:

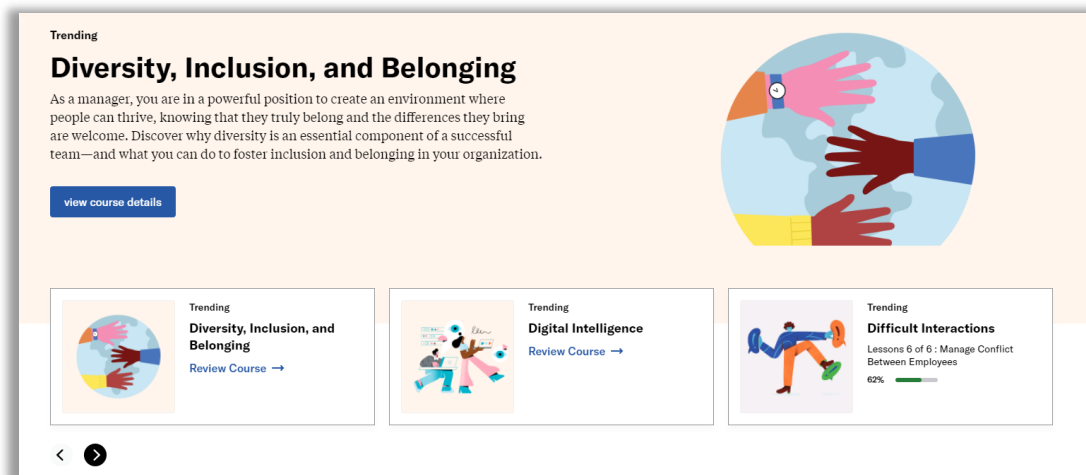
- **My Stats:** Gain insight into how you have spent your time while in Harvard ManageMentor, including details regarding the number of courses and lessons completed and overall time spent.
- **Pick Up Where You Left Off:** Get direct access to the courses you've started so you can continue where you left off!
- **Recent Achievements:** Celebrate your wins! You can see your recent badges right from the home page.
- **New & Noteworthy:** Learners can explore the latest additions to Harvard ManageMentor, including new articles and videos.

COURSES PAGE

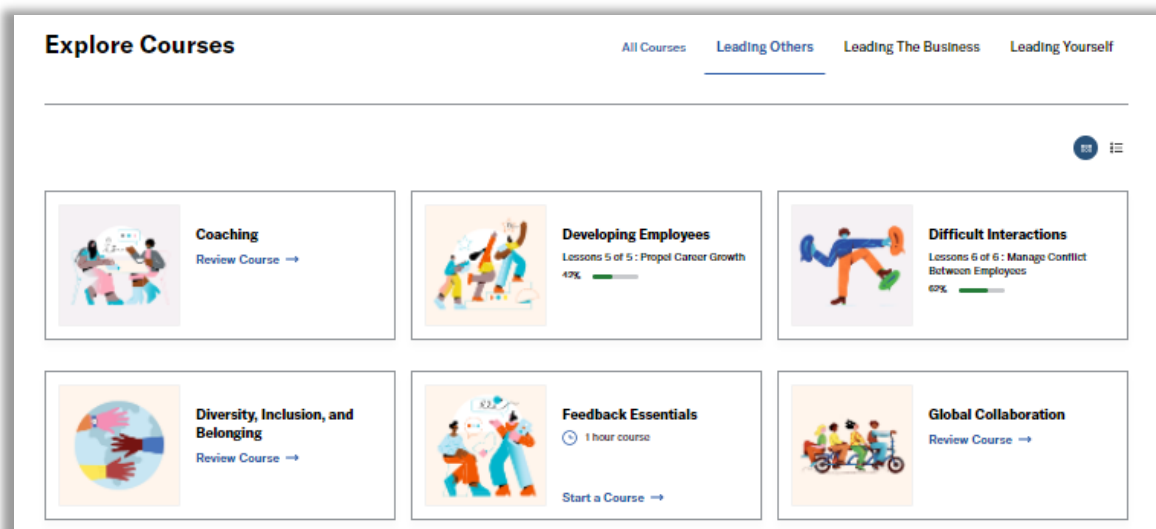
You can access the courses page from the top of the page by clicking **Courses**. The Courses Page shows all the courses available to you in HMM, so you can explore what's available and decide which courses you might want to complete.



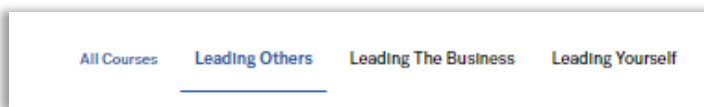
At the top of the page, you can see trending courses, which are the courses that are most popular in your organization. You may want to pick one of these to follow the trend in your organization, or you can continue scrolling to see a fuller set of options.



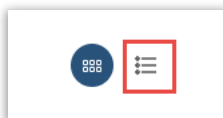
As you scroll down, you'll be able to explore all the different course offerings in HMM. Depending what kind of courses you want to find, you can sort by the HBP categories of Leading Others, Leading the Business, and Leading Yourself or by any additional filters set by your organization (Role, Team, etc.).



Courses within the **Leading Others** category will be focused on how you work with and manage others, **Leading the Business** courses will be focused on larger scale business goals and strategy, and courses in the **Leading Yourself** category will be focused on self-management and sharpening your own skills.



You can also switch to a list view using this button if you'd like to see the courses organized in a list.



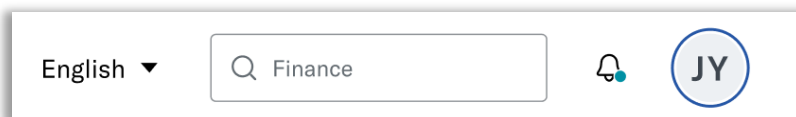
In both views, for each course you'll see an indication of your progress or lack thereof. You will either see a progress bar with percentage complete, an indicator of completion, or the time it will take to complete the course depending on if and how you've interacted with the course so far. In the grid view, you also get an indicator of where exactly you left off in the course if you have made progress.

Explore Courses				All Courses	Leading Others	Leading The Business	Leading Yourself
Budgeting	71%			Business Case Development	77%		
Business Plan Development	79%			Career Management	14%		
Change Management	85%			Coaching	43%		
Crisis Management	Completed			Customer Focus	1 Hour Course		
Decision Making	0 Hour Course			Delegating	0%		
Developing Employees	43%			Difficult Interactions	50%		
Digital Intelligence	Completed			Diversity, Inclusion, And Belonging	Completed		
Ethics At Work	1 Hour Course			Feedback Essentials	1 Hour Course		
Finance Essentials	1 Hour Course			Global Collaboration	Completed		
Goal Setting	1 Hour Course			Innovation And Creativity	Completed		

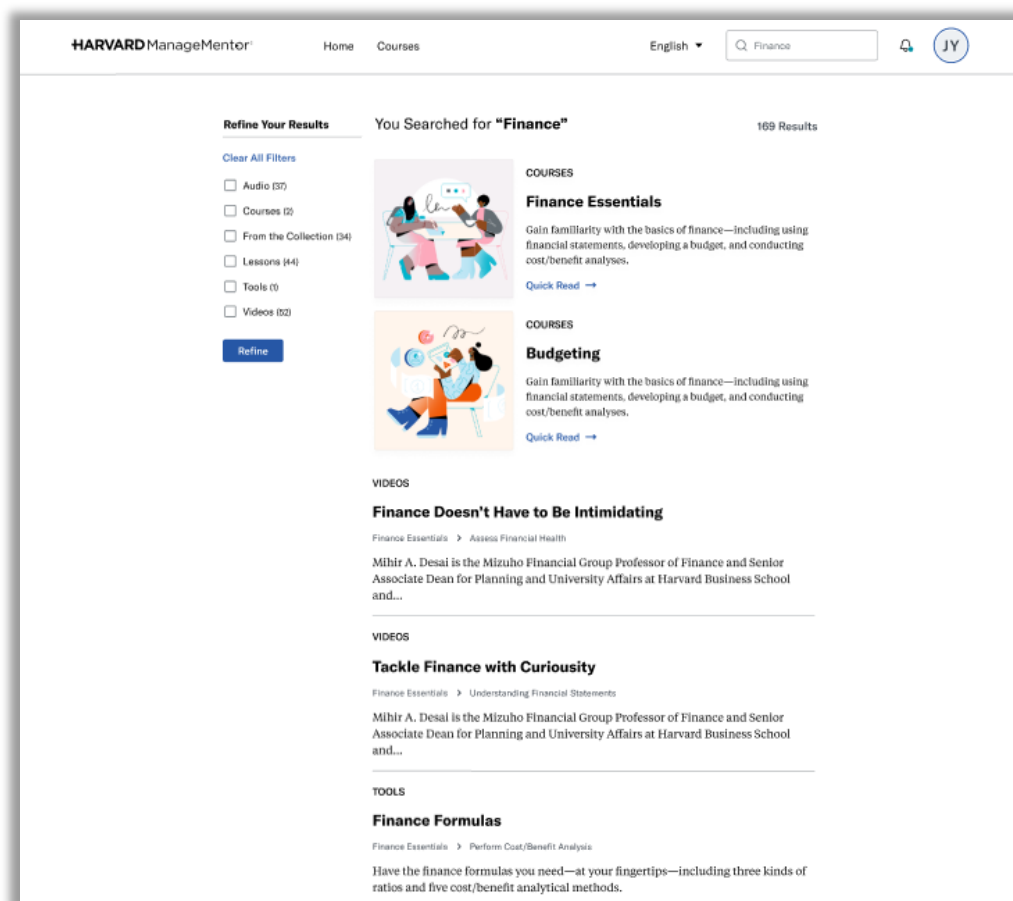
SITE NAVIGATION

Search

Search is available from the top of every Harvard ManageMentor page. You can simply click on the search icon and then type in the subject or specific resource title to find what you're looking for.

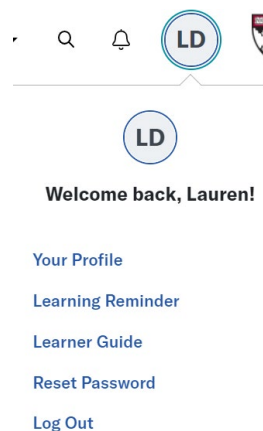


Courses matching your search will come first, followed by lessons, tools, videos, audio, and other resources. To help you find exactly what you're looking for, you can filter your results by resource type under "Refine Your Results" on the lefthand side of the screen.



Learner Menu

Clicking on the user icon at the top right of every Harvard ManageMentor page allows you to access your **Learner Menu**, a drop-down list of key Harvard ManageMentor resources.



This menu will include a welcome message and links to a few key pages and resources in HMM, such as...

- **Your Profile:** offers an enhanced user experience, streamlining access to your achievements, course activity, and profile settings.
- **Learning Reminder:** This link will open a modal which allows you to set calendar reminders for your learning goals.
- **Learner's Guide:** The document you're reading now! This guide contains all of the key information to help you navigate HMM and enhance your learning.
- **Reset Password:** Will open a modal asking the user if they want to reset their password
- **Log out link:** This link will log you out of HMM.

The major sections of this learner menu will be covered in subsequent sections in more depth to help you fully understand how to navigate through the site and use all of the HMM features to your advantage.

Your Profile

The new profile page offers an enhanced user experience, streamlining access to your achievements, course activity, and profile settings. Here are the different sections of the profile page from top to bottom.

Your Profile

Your Progress

3 Courses Completed 17 Lessons Completed 38 Hours Completed

Your Organization's Completion Criteria

Your organization has established completion criteria that you must meet to formally complete a course.

- 100% Lesson Completion**
Finish all lessons in a course.
- 60% Assessment Passing Score**
Show your understanding of the course by meeting the passing score.
- 1 On-the-Job**
Apply the new knowledge, create and complete a personalized action plan.

Your Course Activity

All Courses Completed (9) In Progress (9)

Upon Course Completion

- ☐ **Earn Your Certificate**
Download your certificate issued by Harvard ManageMentor.
- ☐ **Show Your Badge**
Display the Harvard ManageMentor badge with your social network.

Profile Settings

If the information below appears to be incorrect, please contact your administrator.

First name: Laron Last name: Doherty
Username: laron.doherty@harvardbusiness.org Email: laron.doherty@harvardbusiness.org

Display Name

Your display name is what Harvard ManageMentor users will see.

Change display name

Laron

Password Reset

You can reset your password to your account. You will receive an email with a new password.

Reset Password

Your Progress Section:

At the top of the page on the right-hand side, you will find the **"Your Progress"** section in the header. This section provides a snapshot of your learning journey, displaying the number of Completed Courses, Completed Lessons, and the total number of hours you have completed. It allows you to track your progress and celebrate your accomplishments.

Your Progress

3 Courses Completed ⓘ

17 Lessons Completed

38 Hours Completed

Your Org.'s Completion Criteria:

In this section, you can view the completion criteria set by your organization. Depending on your organization's settings, you may see different criteria, such as Lesson Completion, Assessment, and On-the-Job. If you have an assessment and on-the-job features turned off, they will not be visible. In case you have no completion criteria set up, this section will not be displayed.

Your Completion Criteria
Your Course Activity
Profile Settings

3 Courses Completed ⓘ
17 Lessons Completed
38 Hours Completed

 100% Lesson Completion Finish all lessons in a course.	 60% Assessment Passing Score Show your understanding of the course by earning this passing score.	 1 On-the-Job Apply what you've learned: create and complete a personalized action plan.
---	--	--

Your Course Activity:

The "Your Course Activity" section provides an overview of your course engagement. It consists of three tabs: All Courses, Completed, and In-Progress.

The All Courses tab shows badges for completed courses and the completion percentage of courses in progress.

Your Completion Criteria

Your Course Activity

Profile Settings

3 Courses Completed ⓘ

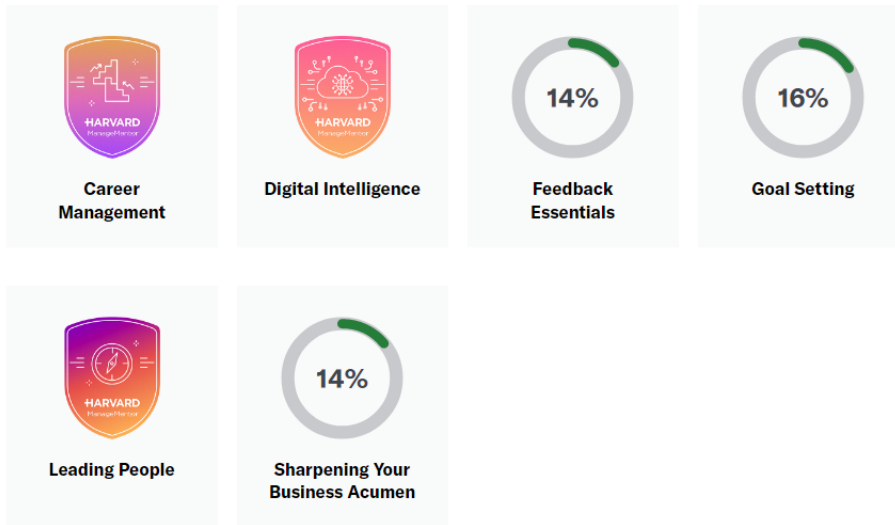
17 Le

Your Course Activity

All Courses

Completed (3)

In Progress (3)



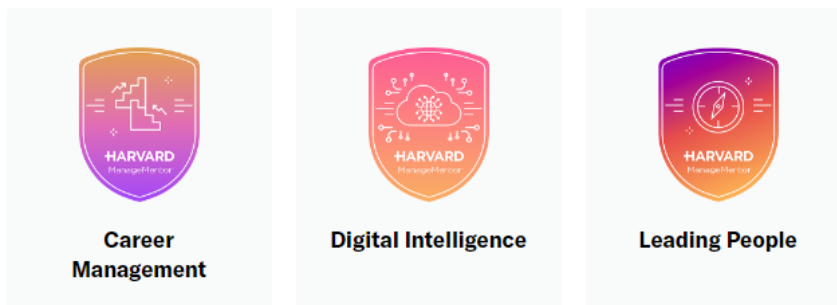
The Completed tab shows badges for courses you have completed.

Your Course Activity

All Courses

Completed (3)

In Progress (3)



When you complete a course, you can launch the badge associated with it. The badge page offers various options, including objectives, social media sharing icons, assessment scores, and the ability to download the badge and certificate. Note that if the certificate is turned off, this option won't be visible to you.



Your Leading People Achievements



Leading People



This course covers how to:

- Deepen your understanding of what an effective leader does—and doesn't—do
- Identify what you value as a leader and the vision you're working to achieve
- Accomplish results by managing your emotions and by cultivating positive relationships
- Build mutual trust and take steps to restore trust if it's been broken
- Create an inclusive environment in which everyone can perform at their best and grow in their role
- Help your team connect and collaborate, even when everyone isn't in the same place

Your Assessment Score: **100%**

Download your:

[Badge](#)

[Certificate](#)

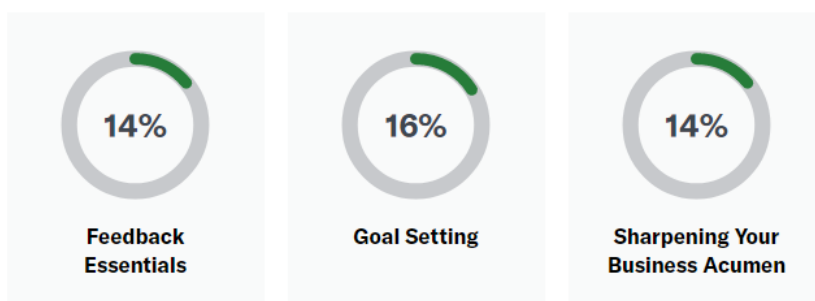
[View Course Details →](#)

Your Course Activity

All Courses

Completed (3)

In Progress (3)



By clicking on the In Progress tab, you can quickly resume where you left off in the course.

Profile Settings:

Users can only see the section if the organization-level settings have enabled this functionality. Otherwise, this section will not be visible.

The "Profile Settings" section allows you to manage your personal information. It includes the following features:

Basic Information: You can view and update your name, username, and email address.

Profile Settings

If the information below appears to be incorrect, please contact your administrator.

First name: Janine

Last name: Young

Username: jyoung

Email: jyoung@companymail.co

Display Name: You can also change your display name, which will be visible to others in the learning community.

Display Name

Your display name is what Harvard ManageMentor uses to greet you.

Change display name:

Janine

Change Display Name

Password Reset: In case you need to reset your password, you can easily initiate the process within this section.

Password Reset

You can reset your password to your account. You will receive an email with a new password yadda yadda.

Reset Password

Lesson Recommendations: You can opt in or out of lesson recommendations. Organizations can enable or disable these recommendations in the CL manager. If lesson recommendations are enabled, you can decide whether you want to receive them or not.

Lesson Recommendations

Harvard ManageMentor can send you weekly lesson recommendations emails.

Opt In

Learning Reminder

Having trouble making time for your learning? Consider taking advantage of the **Learning Reminder** feature. Accessible via the drop-down Learner Menu, this feature lets you quickly and easily set-aside time for learning on your personal calendar.

To create a learning reminder, select Learning Reminder from the Learner Menu. Then, fill out the applicable fields (*see below*) in the Create a Learning Reminder window that appears. Don't forget to select whether or not you would like this reminder to recur. Finally, select "Add HMM Learning Reminder" and follow the prompts to enable the reminder for a calendar of your choosing. Recurring events can only be set for Apple Calendar, Outlook, and Google Calendar at this time.

Create a Learning Reminder for Harvard ManageMentor

Make learning an important part of your weekly routine by adding a learning reminder to your work calendar.

Learning Reminder Title

Enter URL of a topic, lesson, or article (Optional)

Which days?

☐ Sunday
 ☐ Monday
 ☐ Tuesday
 ☐ Wednesday
 ☐ Thursday
 ☐ Friday
 ☐ Saturday

How long?

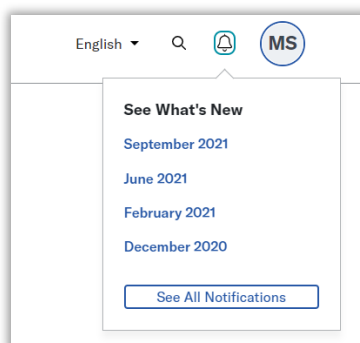
What time?

☒ **This is a recurring event.**

Recurring events can only be set for Apple Calendar, Outlook, and Google Calendar at this time. You will need to visit a respective online calendar to make an event recurring.

See What's New

Accessible via the Notification icon on the top right of any page in Harvard ManageMentor, the **See What's New** page provides an at-a-glance look at the new content and features being regularly added to Harvard ManageMentor.



You can click into specific updates from the notification menu or click to view all notifications. On the full page, these updates are separated by month of release and contain key info about the updates made to the platform and courses.

See What's New

We update Harvard ManageMentor frequently to bring you new content, resources, and features. Here you can find out about the latest changes, listed by date of release.

Releases

- September 2021
- June 2021
- February 2021
- December 2020
- July 2020
- April 2020
- October 2019
- April 2019
- November 2018
- April 2018
- November 2017

September 2021

TOPIC OVERHAUL: TEAM MANAGEMENT

Organizations are powered by teams: groups of people with a shared identity, complementary skills, and the ability to collaborate effectively. Whether you lead a team, are a member of a team, or influence teams, you can create immense value by knowing how to build and lead teams in ways that maximize everyone's creativity and performance.

We are excited to introduce an all-new Team Management topic with our latest release. This topic includes six lessons:

1. Set Your Team Up for Success
2. Strengthen Team Collaboration
3. Achieve More of What Matters as a Team
4. Lead Your Team through Conflict
5. Navigate Team Transitions
6. Measure and Boost Team Performance

TOPIC OVERHAUL: PRESENTATION SKILLS

Effective presentations pay big dividends—for your team and your career—by inspiring, informing, or persuading your audience. You'll practice what you learn about crafting a clear and compelling message, designing engaging slides, and the one simple thing that will help you deliver your next presentation with confidence.

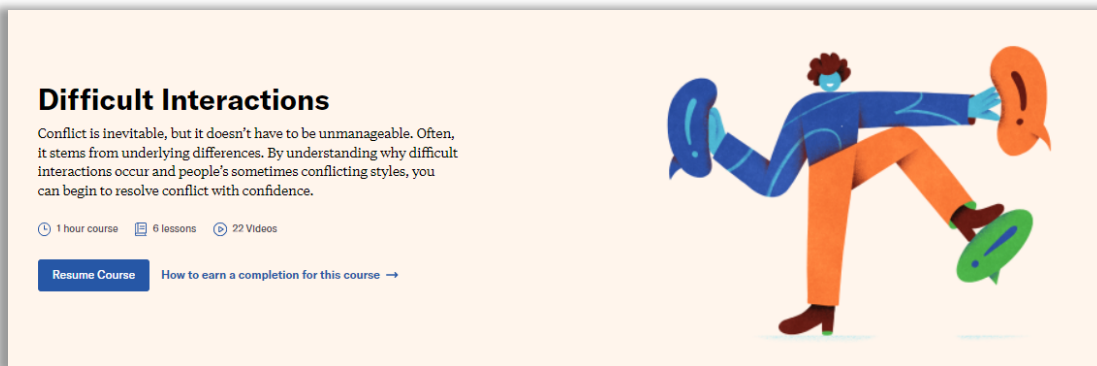
If you have a question regarding updates found on the **See What's New** page, please contact your local Harvard ManageMentor administrator for more information.

COURSE STRUCTURE

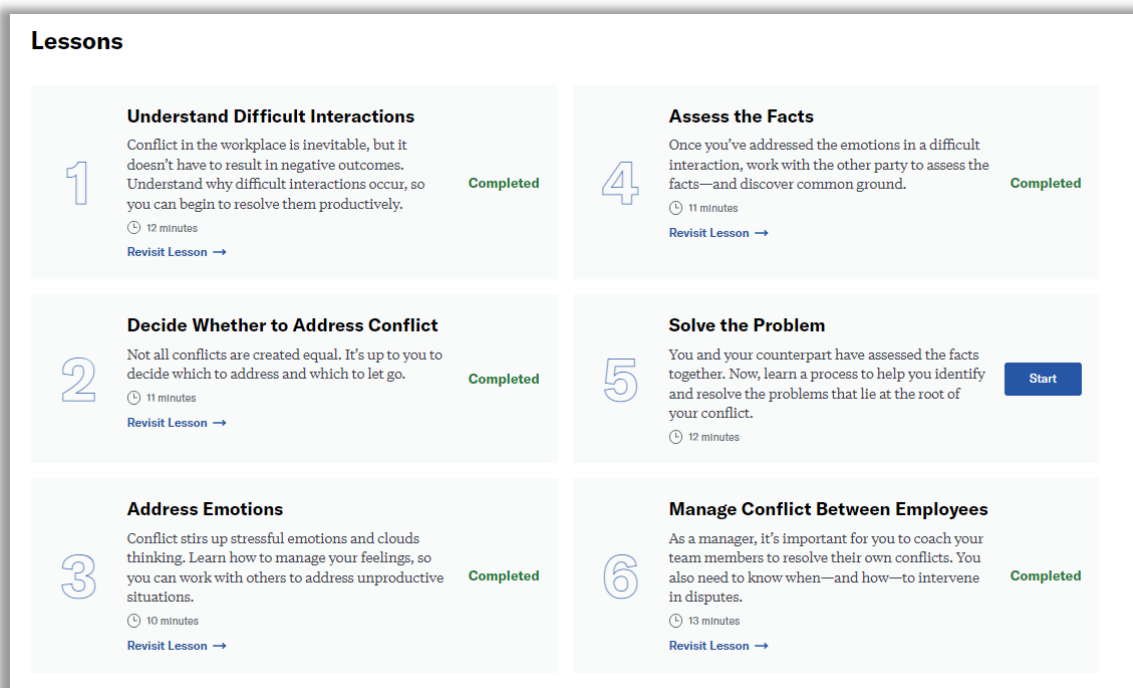
Details Page

Each course begins with a **Details Page** that gets you started with an overview of what you'll learn and a list of all the lessons in the course, links to the assessment and on-the-job sections, and key resources related to the course.

The Course Details Page begins with a course overview including a description of the course, the estimated duration of the course, the number of lessons, the number of videos, and a call to start or resume the course. You can also easily access your completion criteria by clicking "How to earn completion for this course".



The next section of the Details Page is the list of all of the lessons in the course. From this section, you can read the lesson descriptions, see your status in completing each lesson, view the estimated duration, and begin or revisit the lesson.



The last three sections of this page include...

Next Steps: Links to the assessment and On-the-Job activities that you will complete after finishing the lessons for the course. The assessment tests what you've learned throughout the lesson, whereas the On-the-Job section asks you to put your skills into action in your day-to-day life. Clicking either link will bring you right to these sections of the course.

Next Steps

Assessment
0% Complete

Test your understanding and reinforce what you've learned

[Start Assessment →](#)
🕒 10 minutes

On-the-Job
Not started

Put your new skills into practice by creating a personalized action plan

[Create Action Plan →](#)
🕒 60-120 days

Discussion Guides: These are guides to help you facilitate conversations about the subject of the course and share your learning with others. You can download these directly from this page as zip files.

Discussion Guides

Share what you've learned with others – and learn from them too. Each discussion guide below features notes and slides to help you facilitate the conversation, and an invitation you can use to set up the meeting.

Discussion 1: Recognizing when to take action

[Download →](#)

Discussion 2: Resolving difficult interactions

[Download →](#)

Highlights: This section contains key articles from the course which can help you to extend your learning about the subject of the course. You can click into an article to read it or click “See All Highlights” to go to the **Highlights page** for the course which contains all course resources.

Highlights

[See All Highlights →](#)

ARTICLE

When Crisis Management Becomes Conflict Management

[Read article →](#)

ARTICLE

Managers Are Trapped in a Performance-Compassion Dilemma

[Read article →](#)

ARTICLE

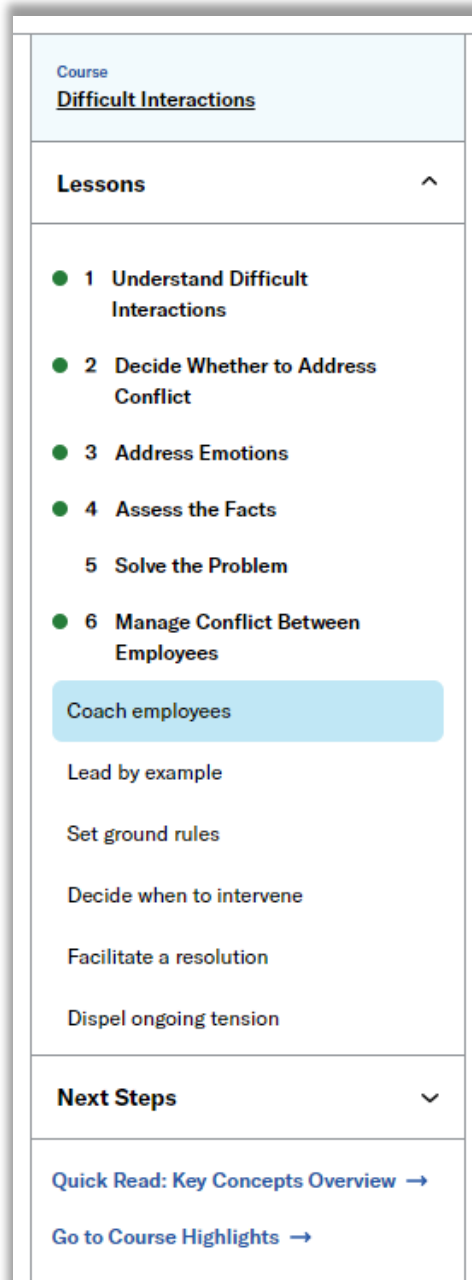
Stop Framing Wellness Programs Around Self-Care

[Read article →](#)

Course Sidebar

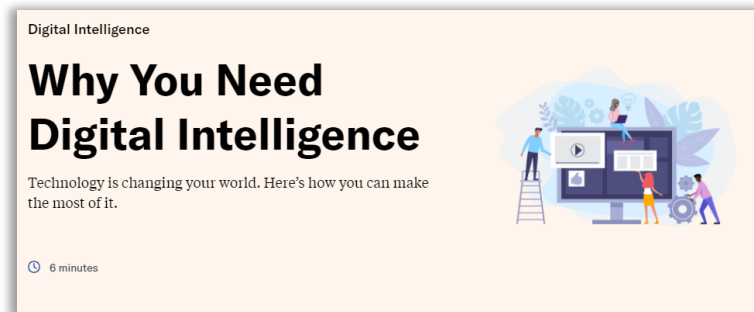
Once you're in one of the lessons of the course, the **Course Sidebar** provides navigation to other lesson sections, lessons, and components of the course.

You can start the course with lesson 1 and complete it in order, or you can jump right to the lesson that meets your needs. Once you have completed a lesson, you will see a green circle to the left of the lesson title. Your in-progress lessons will be indicated with a half moon icon and lessons you haven't started won't have any icon next to them.



Lessons

Each course contains a series of **Lessons**. Both from the Course Details Page, as well as at the top of each lesson, you will see a time estimate for how long it will take you to complete the lesson.



In our lessons, you will see elements of practice and reflection integrated into the primary learning content to reinforce concepts and actions you can take to build new skills. This integrated learning approach strengthens your skill building by allowing you to make connections and apply the knowledge you just gained from the content to your own life and work

Today's digital world

No matter what industry you work in, technology is continually reshaping it. This change can be intimidating, unpredictable, and even stressful. But it can also be energizing—as new digital tools are developed and integrated into your workflow, you're able to get more done and become closer to your customers than ever before.

This "digital transformation," as some call it, might feel like a buzzword that's irrelevant to all but the highest-ranking members of an organization. After all, you probably don't have control of your company's tech budget, so what can you actually do about this ever-growing trend?

The answer is *a lot*.

How is technology changing the way people work?

Take a moment

Lesson Kit

Since you entered the workforce, what's been the biggest change in your industry driven by new technology?

Your answer here

Done

Most lessons will follow a similar pattern, with business concepts presented in a variety of formats, interspersed with different types of exercises including scenarios and self-assessments. Throughout the lesson you are also prompted to reflect on how you can apply the concepts your own work and life. You can redo any of the embedded activities as many times as you would like. Your answers will be compiled within your Lesson Kit at the end of each lesson.

Lessons provide content that is engaging, actionable, and relevant. As you scroll down a lesson page, you'll find proven business concepts presented in a variety of formats, including text, videos, and infographics. Each lesson is complemented by additional resources such as tools, stats, polls, podcasts, articles and more designed to help you take your learning one step further!

Three Qualities of a Connected Team



Now it's your turn. First, work with your team to identify members of the organization who can help you meet a potential future need. Then come up with a plan to invite them into your team's network.

 **Try it out**  Lesson Kit

In the spaces below, fill in the blanks with connections outside of your team that fit each description.

Who is your go-to contact if you need information on your customers, clients, or users?

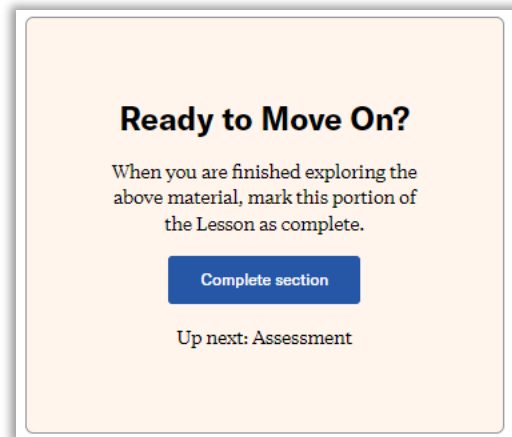
Near the bottom of the lesson, you will see some 30 second takeaways. This is a great quick summary of the concepts that were covered in the lesson. This information is also included in the Lesson Kit, which is covered in the next section of this guide. If you have a limited amount of time, and want to review what you learned, it will show you all the key concepts and allow you to get an overview quickly!



30-Second Takeaway

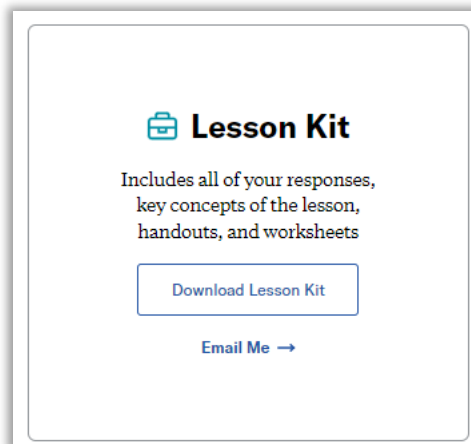
- A **digital mindset** is more than just adopting new technologies; it's a new way of thinking.
- Continuous learning** is a key part of succeeding in a digital world. Practice unlearning, rethinking, and relearning new habits and skills.
- Adopt digital tools for the right reasons.** Don't be blinded by exciting tech; instead, make decisions based on data on customer needs and business goals.
- Develop an awareness of the current tech landscape** to inform your decisions, discussions, and behaviors.

One important thing to note is that in order to record your progress and move on to the next lesson within a course, you must click the 'Complete section' button at the bottom of the lesson page. Once you complete a lesson, you'll see a green dot next to it in the Course sidebar.



Lesson Kit

At the end of each of lesson, you will be able to download a **Lesson Kit**.



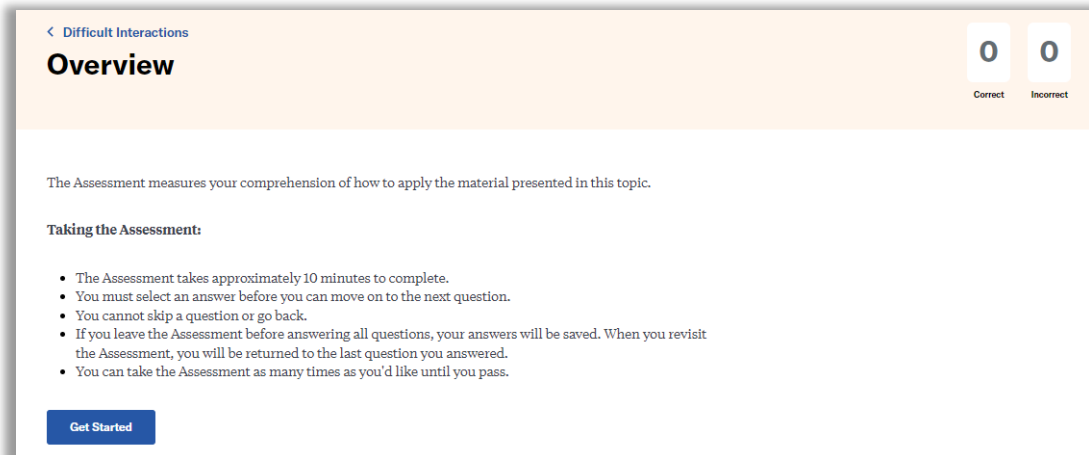
The **Lesson Kit** is a portable, actionable summary of the Harvard ManageMentor lesson you just completed. In it, you'll find:

- **30-Second Takeaway:** A reminder of the key lesson concepts.
- **Your Responses:** The lesson kit will compile all of your answers to the Practice and Reflect activities that appear throughout the lesson, for you to review and reflect on.
- **Tools:** Worksheets and handouts to continue applying what you learned on the job.

Assessment

The **Assessment** is designed to measure your understanding of a course's key concepts and your ability to apply them in your workplace. Check the completion criteria page for requirements to pass the assessment as set by your organization.

After completing the assessment, you will get feedback on both correct and incorrect answers and links to content for the questions you missed. If you do not pass, you can review the content to refresh your learning about incorrectly answered questions and retake the assessment as many times as you need to pass. If your organization has chosen not to include the assessment in the completion criteria, or the passing score is "0", then you will only get one opportunity to take the assessment.



< Difficult Interactions

Overview

0 Correct 0 Incorrect

The Assessment measures your comprehension of how to apply the material presented in this topic.

Taking the Assessment:

- The Assessment takes approximately 10 minutes to complete.
- You must select an answer before you can move on to the next question.
- You cannot skip a question or go back.
- If you leave the Assessment before answering all questions, your answers will be saved. When you revisit the Assessment, you will be returned to the last question you answered.
- You can take the Assessment as many times as you'd like until you pass.

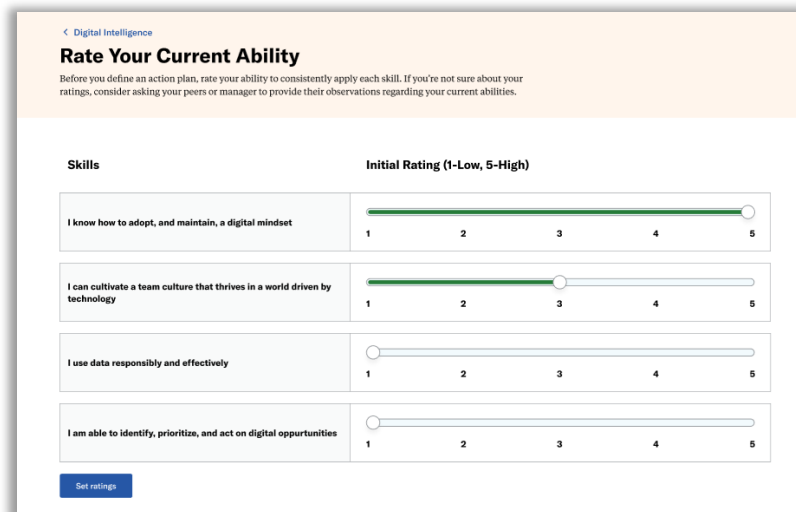
[Get Started](#)

On-the-Job (OTJ)

The activities included in On-the-Job section of a course will help you identify opportunities to apply and develop the skills that will have the most impact for you and your organization. You can access OTJ from the Course Details Page or you will be prompted to move onto this section after completing other sections of the course.

You will follow four steps to complete the OTJ section.

STEP 1. Rate your current ability to perform the skills presented in the course.



< Digital Intelligence

Rate Your Current Ability

Before you define an action plan, rate your ability to consistently apply each skill. If you're not sure about your ratings, consider asking your peers or manager to provide their observations regarding your current abilities.

Skills	Initial Rating (1-Low, 5-High)
I know how to adopt, and maintain, a digital mindset	<input type="range" value="5"/>
I can cultivate a team culture that thrives in a world driven by technology	<input type="range" value="3"/>
I use data responsibly and effectively	<input type="range" value="1"/>
I am able to identify, prioritize, and act on digital opportunities	<input type="range" value="1"/>

[Set ratings](#)

STEP 2. Review your proficiency ratings from Step 1 and choose a skill you'd like to work on. Consider your own strengths and development areas as well as your team's and organization's needs.

< Digital Intelligence

Start a New Action Plan

Since improving any skill takes time, it helps to focus your development efforts to those skills that will have the greatest impact. Consider the ratings below. What are your strengths? Where could you improve? What are the priorities from your manager or company? Select one skill for which you'll create an action plan.

I know how to adopt, and maintain, a digital mindset.

You Rated Yourself a 5 out of 5

Create an Action Plan

I can cultivate a team culture that thrives in a world driven by technology

You Rated Yourself a 3 out of 5

Create an Action Plan

I use data responsibly and effectively

You Rated Yourself a 1 out of 5

Create an Action Plan

I am able to identify, prioritize, and act on digital opportunities

You Rated Yourself a 1 out of 5

Create an Action Plan

STEP 3. Create an action plan—a defined set of steps that will help you apply and develop your chosen skill. You will then have a specified period of time (set by your organization) to apply these steps on the job.

< Action Plans

Create Action Plan

FOCUS

I can cultivate a team culture that thrives in a world driven by technology

Initial Proficiency Rating (Optional)

1 2 3 4 5

Commit to a Plan of Action

Describe specific actions you will take over the next 90 days to apply the selected skill in your workplace. Consider the actions you identified earlier in the topic as a starting point.

Action Item Target Date

This is an action item 19-Sep-2021

+ Add Action Item

Submit Cancel

STEP 4. At the end of your On-the-Job period (for example, 90 days), you will be asked to re-rate your skill level and reflect on your experiences in the workplace.

< Action Plans

Update Action Plan

Focus
I know how to adopt, and maintain, a digital mindset

Due Date
07-Jun-2022

Track Your Progress

Were you able to complete your intended actions to apply and develop the selected skill? Are some of your actions no longer applicable? If so, update your progress by selecting the appropriate box.

Action Item
This is an Action Item

☒ Completed ☐ No Longer Applicable

Action Item
This is an Action Item

☐ Completed ☒ No Longer Applicable

Reflect on Your Action Plan

Congratulations on your progress. Take a moment to reflect on, and capture insights from, your action plan.

Rate your proficiency at applying this skill as of today

1 2 3 4 5

Briefly summarize the results from executing your action plan. What happened? What were your successes, surprises, obstacles, or lessons learned, if any?

This is how this works. You add your additional list item text in here.

Briefly summarize the results from executing your action plan. What happened? What were your successes, surprises, obstacles, or lessons learned, if any?

This is how this works. You add your additional list item text in here.

Submit Cancel

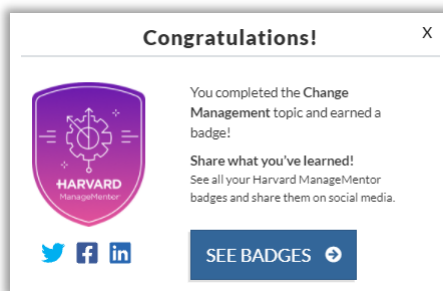
Course completion is typically achieved after you have completed and submitted an Action Plan. Check the Completions & Achievements page for requirements set by your organization. This page can be accessed through the Learner Menu.

When you have completed a course, a modal will appear granting you a badge for the course, which you can download and share. You will also receive a certificate as proof of your completion. You can access and download all your badges and certificates from the Completions & Achievements page.

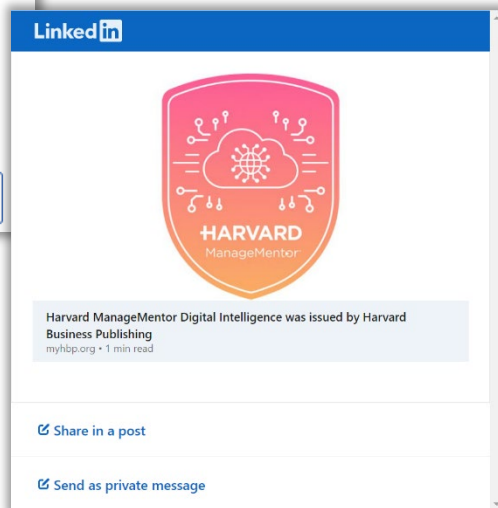
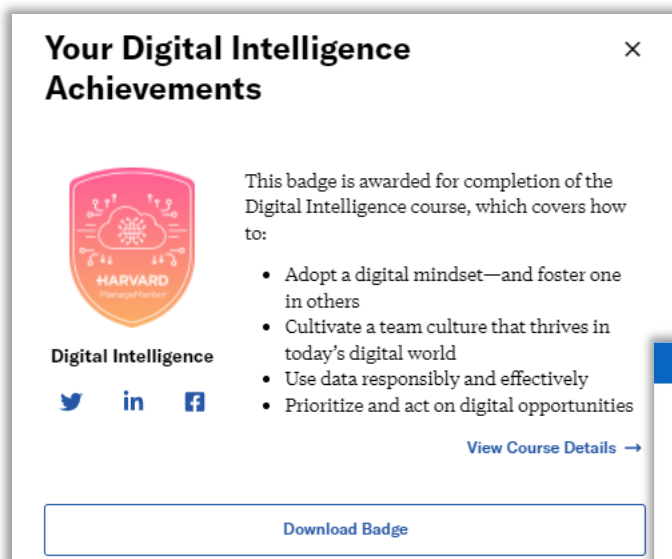
If you'd like, you can target additional skills and create action plans for them as well, even if you have already completed the course.

Badges

You will be awarded with a digital **Badge** for each course you complete in HMM. These badges will be granted once you complete all the criteria that your organization has set for completing a course. Once you complete the last part of the course, a window will pop up with more information about your badge. You can share your badge right from this window or click the “See Badges” button to be redirected to the Completion & Achievements page to see all your badges and certificates.



On the **Completions & Achievements** page, you can view your collection of badges in HMM. When you click onto a specific badge, you will be given the option to download or share to LinkedIn, Twitter, and Facebook using the social media icons below the badge. HMM courses cover valuable skills for today’s leaders, and now you can easily track and highlight your accomplishments.



CONTENT RESOURCES

Course Highlights

The **Course Highlights** page provides quick access to all additional resources for a course. These resources include videos, tools, audio, and Editors' choice articles. You can access this page from the Details Page or Course Sidebar for any course. Clicking into the video or audio links will bring you directly to the videos and podcasts within the lessons in which they appear. The other resources will open in a new tab or download to your computer for easy access.

This page provides a one stop shop for all the resources for a course so you can have easy access to them anytime you want to revisit specific content.

Digital Intelligence >

Highlights

A comprehensive library of all the additional materials, worksheets and media featured in the Digital Intelligence course.

Video

VIDEO VIDEO VIDEO VIDEO

Be Ready for Digital Disruption
Watch Video →

Change How You Think
Watch Video →

Make Learning Stick
Watch Video →

Three Qualities of a Connected Team
Watch Video →

Toolbox

Upskill Your Team
Download →

Make Connections Outside Your Team
Download →

Surface the Data You Need
Download →

Ensure Your Data is Accurate
Download →

How to Analyze Your Data
Download →

Editor's Choice

ARTICLE ARTICLE ARTICLE

Developing a Digital Mindset
Read article →

The Next Great Digital Advantage
Read article →

The Digitally Literate Organization
Read article →

Audio

AUDIO AUDIO AUDIO

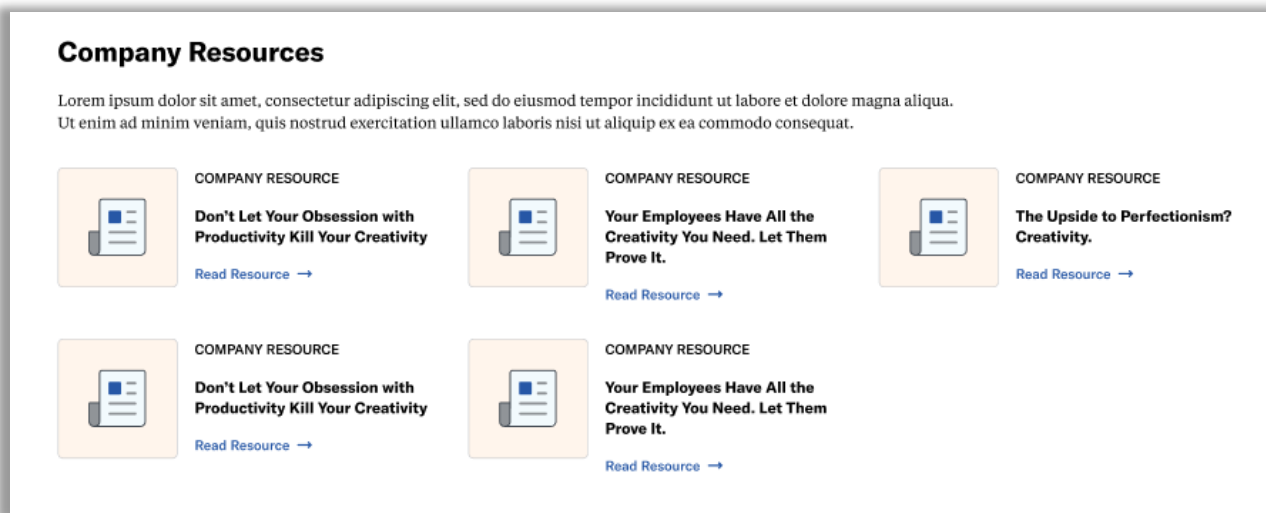
How Taiwan is Using Technology to Foster Democracy
Listen →

How Alibaba Is Leading Digital Innovation in China
Listen →

The Future of Digital Payments
Listen →

Company Resources

Harvard ManageMentor provides a variety of additional features to enhance and extend your learning and the learning of others. **Company Resources** are custom resources that your company can provide to enrich and give context to your learning, in alignment with the company's business goals.

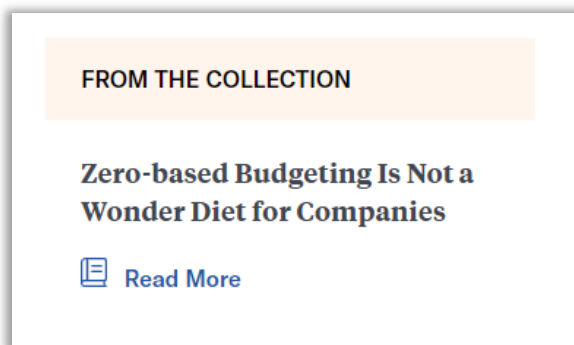


Not all companies include this supplementary content or include it for every course, so if you don't see **Company Resources** for a course, you can assume that it's because your company hasn't added them.

If your company has provided **Company Resources** – which may include links to articles, video, and tools – they will display on a Course Details Page. Select a link to navigate to the resource.

From the Collection

From the Collection is a set of carefully chosen articles from Harvard Business Publishing experts and thought leaders, available for many courses. You can find these articles within lessons. Clicking into them will open the article in a new tab.



Editor's Choice

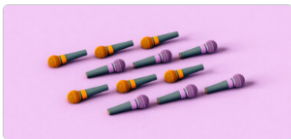
Editor's Choice articles are updated on a regular basis, bringing the latest content from *Harvard Business Review* into HMM to supplement the lesson content. You can find these articles at the end of each lesson as well as on the **Course Highlights** page.

Note: Editor's Choice content is only available when viewing Harvard ManageMentor in English.

A Selection of Editor's Choice Resources



Articles on Presentation Skills selected from Harvard Business Review. [See all related articles here.](#) →

ARTICLE  In Entrepreneurial Pitches, Stage Presence Is Everything 🕒 7 minute read · Published 01 Sep 2021 Read article →	ARTICLE  The Science of Strong Business Writing 🕒 13 minute read · Published 01 Jul 2021 Read article →	ARTICLE  How to Nail a Hybrid Presentation 🕒 5 minute read · Published 05 May 2021 Read article →
--	--	---

Discussion Guides

One of the best ways to extend your learning is by sharing it with others. Each Harvard ManageMentor course provides materials for leading discussions with your team about why and how the concepts can be applied in the context of your organization.

Discussion Guides and slides will help you shape the conversation, and ready-made emails can be used to invite participants and set expectations about the discussion. Each course's Discussion Guide materials are accessible from the Course Details Page.

HARVARD
ManageMentor®

Digital Intelligence

Nurture a Healthy Digital Culture

DISCUSSION GUIDE

Notes for the discussion leader

Introduction
Preparation
▶ Facilitation Tips
Invite Template

Facilitation best practices:

- **Manage yourself.** Your energy (or lack of it) can be infectious. Share this energy through your voice, tone, body language, and facial expressions whether you're meeting in person or virtually. If you're conducting the discussion virtually, keep your camera on and use a slightly louder-than-usual voice. For more tips on how to elevate your presence in a virtual meeting, review this article: <https://hbr.org/2020/04/how-to-elevate-your-presence-in-a-virtual-meeting>
- **Manage the group.** Include all participants in the discussion and ensure everyone has a chance to be heard. Stay neutral and avoid sharing your perspective until others have had a chance to speak. Your role is to provide a framework and create conditions that enable a discussion. You can do this by asking questions, encouraging people to share examples, paraphrasing, and summarizing.
- **Manage the discussion.** As the discussion leader, you know the session's objectives and structure. Try to guide the discussion accordingly and prevent it from veering too far off track.
- **Manage time.** Follow the suggested time per slide and pace the discussion so you can end within the scheduled time.
- **Take notes.** Make quick notes of key points that emerge from the discussion and summarize key takeaways. If you are conducting the conversation virtually, consider recording the session, making sure to inform all participants that you are doing so.

© 2021 Harvard Business School Publishing

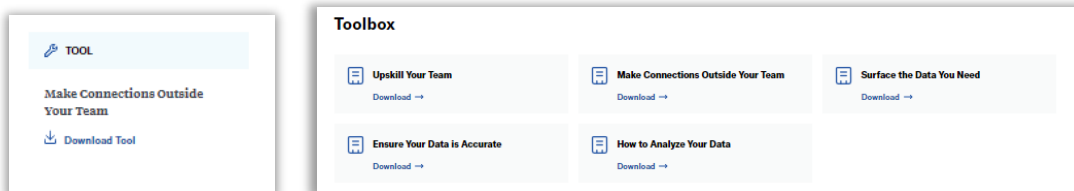
Tools

HARVARDManageMentor®

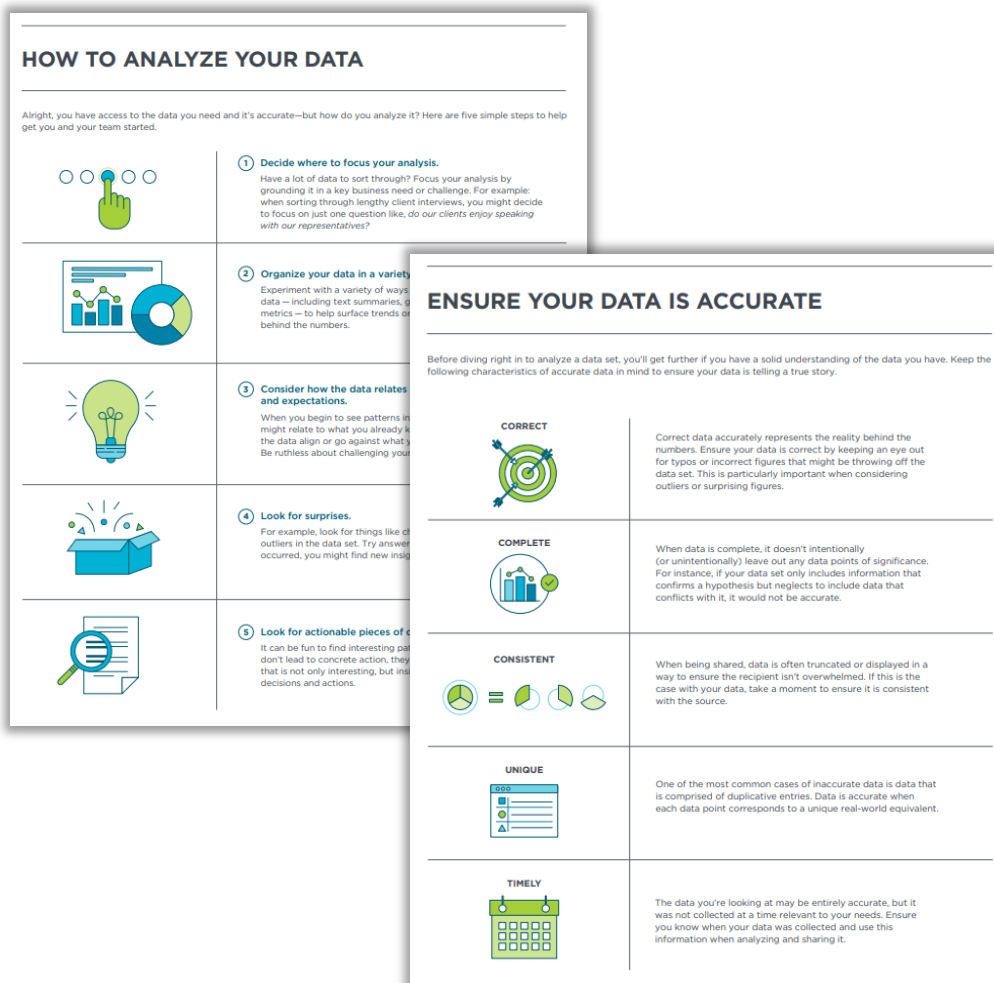
Page 27 of 27

© 2022 Harvard Business School Publishing. All rights reserved. Harvard Business School Publishing is an affiliate of Harvard Business School.

You can find **Tools** individually interspersed into the lessons under the **Tool** headings or compiled on the Course Highlights page under **Toolbox**.

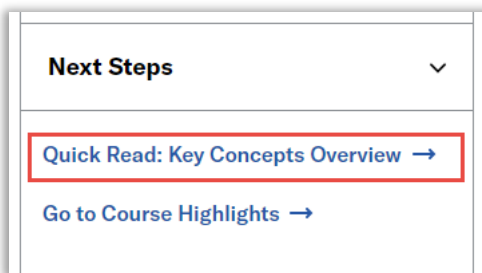


Tools comprise checklists, self-assessments, worksheets, handouts, and logs that will help you apply the course learning to your own situation. You can download the tools by clicking on the download links under each title.



Quick-Read

You'll find the **Quick-Read** listed in the Course Sidebar under Next Steps.



If you have a limited amount of time, you can use the **Quick-Read** to review a course's key concepts in approximately 20 minutes. This might be a good way to review before taking the assessment, or to refresh your knowledge while doing your Action Plan. You can navigate through the different sections of the Quick Read using the Course Sidebar. The Quick Read does not count toward progress or completion in a course.

[< Digital Intelligence](#)

Quick Read

Only have 20 minutes? Use the Quick-Read to explore this course's key concepts. Reviewing the Quick-Read does not count toward completion or progress in this course.

⌚ 20 minutes

Today's digital world

No matter what industry you work in, technology is continually reshaping it. This change can be intimidating, unpredictable, and even stressful. But it can also be energizing—as new digital tools are developed and integrated into your workflow, you're able to get more done and become closer to your customers than ever before.

This “digital transformation,” as some call it, might feel like a buzzword that’s irrelevant to all but the highest-ranking members of an organization. After all, you probably don’t have control of your company’s tech budget, so what can you actually do about this ever-growing trend?

The answer is *a lot*.

Succeeding in this increasingly digital world, though, isn’t just about sweeping companywide technology initiatives. It requires all of us to think and act in new ways.

It takes **digital intelligence**.

Quick Reads
Digital Intelligence

Sections

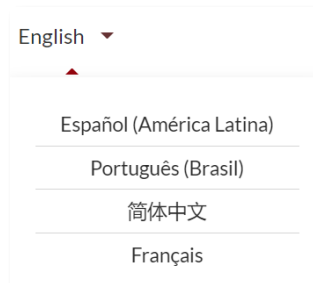
Today's digital world

- What is digital intelligence?
- Hone your digital intelligence skills
- What is a digital mindset?
- Culture, through a digital lens
- Boost your data literacy
- What is data?
- Use data effectively and intentionally
- Use digital tools to solve problems
- Surface and prioritize opportunities

SITE RESOURCES

Language Selection

If your organization has access to additional language options, you can change the language currently being displayed at any time by using the drop-down menu located in the top right corner next to the search bar on each Harvard ManageMentor page. The system will remember the last language that you selected and will automatically display that language when you next log in.



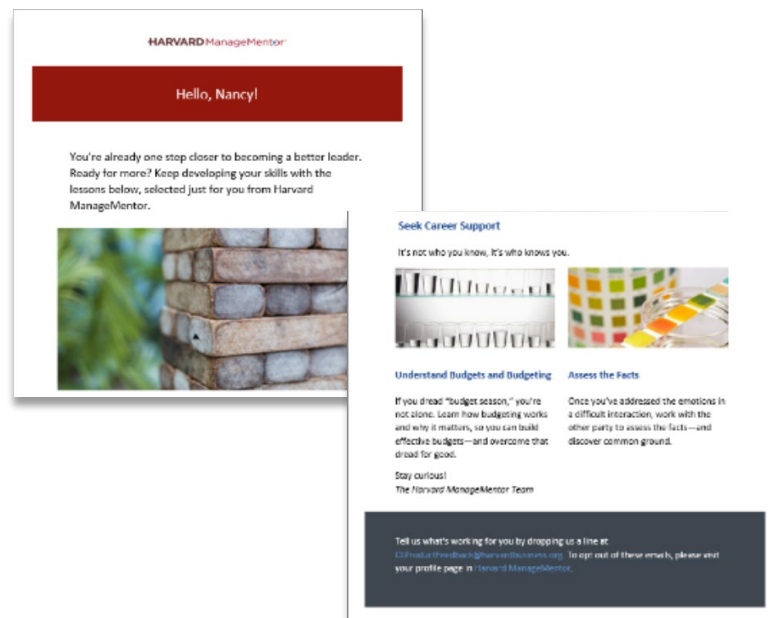
Recommendation Emails

If your organization has opted into this feature, you will receive personalized email recommendations from Harvard ManageMentor (HMM). They are sent bi-weekly on Tuesdays with links to three suggested HMM lessons. These automated emails are an opportunity to engage with new content and build new skills!

If your organization has these emails enabled, look out for the recommendation emails, and check out the recommended lessons:

- Their title is **Keep Learning with Harvard ManageMentor**.
- They are sent from no-reply-hmm@harvardbusiness.org

If you would like to opt out of these emails at any time, you can do so by clicking the link at the bottom of the email.



Harvard ManageMentor On-the-Go

Don't confine Harvard ManageMentor to your office or home computer; take the learning with you by enabling quick access on your mobile device. Follow the instructions below to add HMM to your home screen and ensure you can log in anytime with ease.

Adding Harvard ManageMentor to an iPhone:

1. On your iPhone, access Harvard ManageMentor using your preferred web browser. If your organization uses single sign-on, ensure that the URL includes the appropriate subdomain (e.g., [Your Org].myhbp.org/hmm12).
2. Click on the "Share" icon on the bottom of the browser.
3. Click on the option to "Add to the Home Screen."
4. Edit the name as desired, such as "HMM." This will appear on your iPhone home screen.
5. Click on "Add."
6. An icon will be added to your home screen.

Note: Works especially well if you allow Safari or Chrome to save your user credentials

Adding Harvard ManageMentor to an Android phone:

1. On your Android phone, access Harvard ManageMentor using your preferred web browser. If your organization uses single sign-on, ensure that the URL includes the appropriate subdomain (e.g., [Your Org].myhbp.org/hmm12).
2. In the browser, Click on the Menu icon.
3. Click on "Add Shortcut on Home Screen."
4. An icon will be added to your home screen.

Note: The name and icon for Harvard ManageMentor cannot be edited.

System Check

To ensure that your browser settings, plugins, and system set-up are optimal for Harvard ManageMentor use, click System Check from the bottom of any Harvard ManageMentor page.

Help

This guide has provided an overview of the features and content in Harvard ManageMentor. For additional help using Harvard ManageMentor, email techhelp@hbsp.harvard.edu, access chat from the login page during business hours (Eastern Standard Time) or call a customer service representative.

Calling HBP from within the US, toll free: (800) 668-6705

Calling HBP from outside the US: +1 (617) 783-7474

Calling HBP from within India, toll free: 000-800001-6935

Feedback

Harvard Business Publishing is committed to continuous learning and improvement and welcomes suggestions and reactions from you. To provide feedback, click Feedback from the bottom of any Harvard ManageMentor page.