



# Harvard ManageMentor® Course Catalog

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## Harvard ManageMentor

Harvard ManageMentor is a benefit available to CUES members providing access to courses covering essential business topics. These on-demand courses feature concise lessons, videos, and tools for fast and effective learning; videos featuring Harvard University faculty, trusted experts, and next-generation emerging leaders; hundreds of checklists, self-assessments, worksheets, handouts, and logs to facilitate the application of new ideas; and personalized experiences such as goal setting, skill development, and action planning.

## Access Harvard ManageMentor Courses

Harvard ManageMentor courses are now included for CUES Unlimited and Unlimited+ members offering great ways to bring talent development to everyone at your credit union. Visit [cues.org/membership](https://cues.org/membership) to get started today.

## Use a Harvard ManageMentor Course

Courses can be completed by an individual looking to develop their skills, by a team looking to connect and develop as a group or by a leader looking to support the growth of a direct report. Simply, find a course of interest within this catalog and search for the course name within CUES Learning Portal. Complete the course yourself or share it with your team, a peer or your direct report. Engage in conversation around your takeaways and identified actions to develop your knowledge and build your skills.

## Complete a Harvard ManageMentor Course

To fully complete a course, an individual must complete all associated lessons, pass the assessment and build out the on-the-job plan. The on-the-job plan simply needs to be built out but does not need to be completed. However, this plan will help you to apply your learnings from the course and is recommended that you act on your plan.

Once the course has been completed, a certificate of completion will be made available to you within the Harvard ManageMentor platform.

## **Budgeting**

Learn how to develop operating and capital budgets as well as overcome common budgeting problems—so you can allocate resources to achieve your goals.

Lessons:

- Understand Budgets and Budgeting
- Develop an Operating Budget
- Prepare a Capital Budget
- Understand Sensitivity Analysis and Variance
- Adapt Budgeting to a Changing environment

## **Business Case Development**

Discover how to create a compelling business case for your great idea—from defining the opportunity and analyzing alternatives to presenting your final recommendations.

Lessons:

- Understand Business Cases
- Define the Opportunity
- Explore Options
- Analyze Alternatives
- Assess Risks
- Create an Implementation Plan
- Communicate Your Case

## **Business Plan Development**

Find out how to build a solid business plan for a venture you have in mind—one that communicates the right information to the right people and maximizes your chances of success.

Lessons:

- Why You Need a Business Plan
- Get Started on Your Plan
- Tell Your Organization's Story
- Describe the Opportunity
- Document Your Marketing and Operations Plans
- Present Your Financial Analysis

## **Career Management**

Learn how to orchestrate your career—including identifying your core business interests so you can target your most exciting and fulfilling opportunities.

Lessons:

- Your Career Path
- Know Yourself
- Seek Career Support
- Become an Agile Learner
- Overcome Career Hurdles

## **Change Management**

Find out how to manage change constructively and navigate the inevitable challenges—whether the change effort is in your group or companywide.

Lessons:

- Your Role in Change
- Navigate Continual Change
- Inspire Your Team to Initiate Change
- Lead a Change Initiative
- Address Resistance to Change

## **Coaching**

Discover a potent process for strengthening your coaching skills so you can foster your employees' professional growth.

Lessons:

- A Coaching Mindset
- Promote Learning Agility
- Hold Coaching Conversations
- Listen and Question Effectively
- Give Constructive Feedback

## **Crisis Management**

Discover how to prevent avoidable crises, prepare for and resolve unavoidable ones, and extract valuable lessons from your experiences.

Lessons:

- What you need to Tackle a Crisis
- Respond Swiftly to a Crisis
- Communicate Early and Often During a Crisis
- Lead with Compassion in a Crisis
- Emerge Stronger from a Crisis

## Customer Focus

Find out how to strengthen your company's success by targeting the right customers, understanding their needs, and serving them profitably.

Lessons:

- What is your Customer Focus?
- Learn about Your Customers
- Deliver Additional Value
- Build a Customer-Focused Team

## Decision Making

Learn how to surmount decision-making challenges, generate and evaluate multiple alternative courses of action, and communicate and implement final decisions.

Lessons:

- Prepare to Make a Decision
- Anticipate Decision-Making Challenges
- Evaluate Alternatives
- Make the Decision
- Communicate and Implement the Decision

## Delegating

Discover how to select work to delegate, match assignments to employees, and support employees' success—so you develop their skills while gaining more time for your key activities.

Lessons:

- The Delegation Advantage
- Prepare to Delegate
- Communicate the Assignment
- Monitor and Support the Work

## Developing Employees

Find out how to help your employees learn and grow while getting the most value from the management time you invest in employee development.

Lessons:

- Grow People Further, Faster
- Find Time to Develop Others
- Promote Hands on learning
- Create a Development Plan
- Propel Career Growth

## Difficult Interactions

Learn how to discuss and resolve difficult interactions in the workplace with your employees, peers, bosses, or even suppliers and customers.

Lessons:

- Understand Difficult Interactions
- Decide Whether to Address Conflict
- Address Emotions
- Assess the Facts
- Solve the Problem
- Manage Conflict Between Employees

## Digital Intelligence

Learn about the key capabilities you and your team need to succeed in a world driven by ever-changing technology.

Lessons:

- Why you Need Digital Intelligence
- Develop Your Digital Mindset
- Lead a Digitally Capable Team
- Draw Insights from Your Data
- Act on Promising Digital Opportunities

## Diversity, Inclusion and Belonging

Discover why diversity is an essential component of a successful team—and what you can do to foster inclusion and belonging in your organization.

Lessons:

- What Diversity Is – and Why It Matters
- Understand Bias and privilege
- Lead for Inclusion
- Become a Diversity Advocate
- Advance Your Organization's Diversity Efforts

## Ethics at Work

Master a process for solving "right vs. right" ethical dilemmas and discover practical strategies for fostering a climate of integrity in your team.

Lessons:

- Understand Workplace Ethics
- Resolve Ethical Dilemmas
- Foster Integrity
- Why Good managers Behave Badly
- Apply Ethics Across Borders

## Feedback Essentials

Find out how to give effective feedback—positive or corrective—to an employee, offer feedback to your boss, and receive feedback in ways that help you improve your own performance.

Lessons:

- Why People Avoid Feedback
- Give Effective Feedback
- Customize Feedback
- Create a Supportive Environment
- Seek Feedback

## Finance Essentials

Let's face it—money is the fuel that keeps your organization running. No matter your role, it's crucial for you to understand the fundamentals of finance to ensure you and your team make the most of your resources. Learn how to assess your organization's financial health, budget for a project, and invest wisely to produce the desired returns.

Lessons:

- Understand Financial Statements
- Assess Financial Health
- Develop a Budget
- Perform Cost/Benefit Analysis
- Track Financial Performance
- Build Your Team's Financial Intelligence

## Global Collaboration

Learn how to collaborate effectively with globally dispersed individuals and teams—including negotiating deals, managing language differences, and navigating geographical and cultural challenges.

Lessons:

- Do Business Across Borders
- Boost Your Cultural Intelligence
- Build Trust Among Collaborators
- Negotiate Across Cultures
- Overcome Language Barriers
- Transcend Physical Distance
- Align a Global Team

## Goal Setting

Discover how to set realistic goals for yourself and your team, prioritize tasks needed to achieve your goals, and track milestones to ensure success.

Lessons:

- Why Set Goals?
- Set Goals
- Accomplish Goals
- Evaluate Goals

## Hiring

Learn how to find the best person to fill an open position on your team—including defining the job's requirements; recruiting, interviewing, and evaluating candidates; and making an offer to your top choice.

Lessons:

- Define Job Requirements
- Recruit Candidates
- Interview Candidates
- Evaluate Candidates
- Make the Offer

## Innovation and Creativity

Discover how to create an environment that helps your team spark exciting ideas for new products, services, and ways of doing business.

Lessons:

- Innovation for All
- Unlock Curiosity
- Make Creative Connections
- Take Smart Risks
- Collaborate to Innovate

## Innovation Implementation

Find out how to turn your great idea into an actual new product or service—including winning support from stakeholders, getting needed resources, and maintaining momentum during setbacks.

Lessons:

- Innovation in Action
- Identify Innovation Opportunities
- Prioritize Potential Innovations
- Design Innovation Experiments
- Build Support for Innovation
- Learn from Success and Failure



## Leading People

Begin by defining your values and vision and deepening your self-management skills. Then learn how to create the conditions for others to succeed—even when your team isn't working in the same physical space.

Lessons:

- How Will You Lead?
- Define Yourself as a Leader
- Act with Emotional Intelligence
- Build Mutual Trust on Your Team
- Empower Everyone You lead
- Inspire Collaboration Across Distance

## Leveraging Your Networks

Learn how to build, strengthen, and sustain effective networks and the relationships that are their foundation.

Lessons:

- Understand Networks
- Map and Assess a Network
- Identify Ways to Strengthen a Network
- Develop Relationships
- Put Your Networks to Use
- Sustain Your Networks

## Managing Your Boss

You and your boss probably differ in numerous ways. Work to understand the differences, then use your insights to build a productive working relationship.

Lessons:

- What is Managing Your Boss?
- Know Your Boss – and Yourself
- Build a Partnership
- Communicate Effectively with Your Boss
- Manage a Difficult Boss

## Marketing Essentials

Discover how to foster a marketing orientation in your team by analyzing market opportunities and turning them into new offerings that make a difference for your customers and your company.

Lessons:

- Cultivate a Marketing Orientation
- Understand Your Customer
- Create a Marketing Strategy
- Create and Implement a Marketing Plan
- Global Marketing

## Meeting Management

Find out how to plan for and conduct a meeting, manage common problems that can arise during meetings, and follow-up effectively.

Lessons:

- Prepare for a Meeting
- Conduct a Meeting
- Manage Meeting Problems
- Wrap Up a Meeting

## Negotiating

Negotiation is an essential management skill that you can constantly put into practice no matter your role. By learning to effectively prepare for and conduct a negotiation, you can maintain relationships, resolve conflict, and balance competing interests.

Lessons:

- Understand Negotiation
- Prepare to Negotiate
- Conduct a Negotiation
- Close the Deal
- Overcome Barriers to Success

## Performance Appraisal

Discover how to prepare for, conduct, and follow up on performance evaluations for your employees, so their on-the-job achievements support your own, your group's, and the company's goals.

Lessons:

- Why Conduct Performance Appraisals?
- Prepare for a Performance Appraisal Meeting
- Conduct a Performance Appraisal Meeting
- Monitor an Employee's Progress

## Performance Measurement

Discover a disciplined process for assessing your group's performance—including deciding what to measure, defining performance metrics and targets, and collecting and interpreting performance data.

Lessons:

- What is Performance Measurement?
- The Foundation of Performance Measurement
- Decide What to Measure
- Set Targets
- Gather and Interpret Performance Data
- Avoid Pitfalls
- Use Measurement to Strengthen Management

## Persuading Others

Master the art and science behind successful persuasion—including learning how to build your credibility, understand your audiences, and win their minds and their hearts.

Lessons:

- Understand Persuasion
- Build Your Credibility
- Understand Your Audience
- Win Minds
- Win Hearts
- Overcome Resistance
- Activate Persuasion Triggers

## Presentation Skills

Find out how to deliver clear, compelling presentations in ways that meet your audience's needs—while also engaging and inspiring them to take action.

Lessons:

- Clarify Your Objective
- Crystallize Your Message
- Craft the Content
- Create High-Impact Media
- Engage a Remote Audience
- Rehearse, Rehearse, Rehearse
- Present with Impact
- Evaluate Your Presentation

## Process Improvement

Learn what business processes are and how to lead an initiative aimed at improving a business process in your group.

Lessons:

- Understand Business Process Improvement
- Plan a Process Improvement
- Analyze the Process
- Redesign the Process
- Implement the New Process
- Continually Improve the Process

## Project Management

Master the full range of tasks involved in managing a project—including establishing the project's scope, establishing a schedule and budget, and managing project risks.

Lessons:

- Understand Project Management
- Establish a Project Scope
- Develop a Schedule and Budget
- Assemble Your Project Team
- Manage Project Risks
- Monitor Project Progress and Problems
- Communicate with Stakeholders
- Close Out a Project

## Retaining Employees

Discover potent tactics for attracting top talent, then keeping your best performers on board by tailoring retention strategies to fit their needs.

Lessons:

- Understand Employee Retention
- Hire Right
- Create Great Jobs
- Create a Great Culture
- Personalize Engagement
- Manage At-Risk Employees

## **Strategic Thinking**

Learn how you and your group can think strategically, including continually assessing the business environment and identifying changes you need to make today to create valuable business results tomorrow.

Lessons:

- Understand the Big Picture
- Explore Key Trends
- Challenge Your Assumptions
- Anticipate Opportunities and Threats

## **Strategy Planning and Execution**

Learn how to contribute to your company's strategic planning process and how to support strategic initiatives by developing and executing action plans in your group.

Lessons:

- Understand Strategy
- Develop a Strategic Plan
- Create Detailed Action Plans
- Execute Strategic Plans
- Evaluate and Reward Performance

## **Stress Management**

Learn practical, hands-on suggestions for managing workplace stress—from short-term "quick fixes" to long-term strategies for changing situations and transforming how you respond to them.

Lessons:

- Understand Stress
- What Stresses You Out – and Why?
- Manage Stress in the Moment
- Build Resilience to Stress
- Cultivate Well-Being

## **Team Creation**

Find out how to assemble a team with the right skills, support effective communication among team members, and foster a team culture that encourages accountability and collaboration.

Lessons:

- What is a Team
- Form a Team
- Establish Accountability
- Plan Team Communication
- Build Team Culture

## Team Management

Learn how to get the most out of a high-performing team—and keep it on track through trust, open communication, and active participation.

Lessons:

- Foster Trust
- Strengthen Team Identity
- Make Decisions Effectively
- Resolve Conflict
- Encourage Collaboration
- Evaluate Performance

## Time Management

Discover how to take control of your schedule and use your time wisely—by analyzing how you spend time, prioritizing your tasks, and avoiding common time wasters.

Lessons:

- Own your Time
- Harness Energy and Focus
- Defeat Distractions
- Take Charge of Your Productivity
- Overcome Time Pressure

## Writing Skills

Discover how to extend your influence in everything you write—by putting your readers' needs first, organizing your content effectively, and revising to create polished pieces that work.

Lessons:

- Plan Your Writing Project
- Organize Your Content
- Write Your First Draft
- Revise Your Draft
- Strengthen Your Writing