

## Hbr To Persuasive Presentations Hbr Series Harvard Business Review S

Forget about the hard bargain. Whether you're discussing the terms of a high-stakes deal, forming a key partnership, asking for a raise, or planning a family event, negotiating can be stressful. One person makes a demand, the other concedes a point. In the end, you settle on a subpar solution in the middle—if you come to any agreement at all. But these discussions don't need to be win-or-lose situations. Written by negotiation expert Jeff Weiss, the HBR Guide to Negotiating provides a disciplined approach to finding a solution that works for everyone involved. Using a seven-part framework, this book delivers tips and advice to move you from a game of concessions and compromises to one of collaboration and creativity, resulting in better outcomes and better working relationships. You'll learn how to: Prepare for your conversation Understand everyone's interests Craft the right message Work with multiple parties Disarm aggressive negotiators Choose the best solution

If you aren't working with a strategy, you're wasting your time. Strategy isn't just a set of plans handed down from the C-suite. To grow as a leader, you need to understand your company's strategy and align your thinking, projects, and team with organizational goals and vision. Master these abilities with the HBR Guides to Building Your Strategic Skills Collection. This three-book set, which includes the HBR Guide to Thinking Strategically, the HBR Guide to Managing Strategic Initiatives, and the HBR Guide to Setting Your Strategy, will help you change the way you think about your work, manage your most important priorities, and craft a strategy for long-term growth. You'll learn how to: Understand what strategy is—and what it isn't Define a clear strategy, whether you're in a start-up or in an established business Manage a portfolio of strategic projects Embed strategic thinking into your daily tasks and decision making Align your team around key objectives Let go of work that doesn't add value Communicate strategy throughout your organization 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.

**MEET YOUR GOALS—ON TIME AND ON BUDGET.** How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you: Build a strong, focused team Break major objectives into manageable tasks Create a schedule that keeps all the moving parts under control Monitor progress toward your goals Manage stakeholders' expectations Wrap up your project and gauge its success

**TAKE THE PAIN OUT OF PRESENTATIONS.** Terrified of speaking in front of a group? Or simply looking to polish your skills? No matter where you are on the spectrum, this guide will give you the confidence and the tools you need to get results. Written by presentation expert Nancy Duarte, the HBR Guide to Persuasive Presentations will help you: Win over tough crowds Organize a coherent narrative Create powerful messages and visuals Connect with and engage your audience Show people why your ideas matter to them Strike the right tone, in any situation

Changing hearts is an important part of changing minds. Research shows that appealing to human emotion can help you make your case and build your authority as a leader. This book highlights that research and shows you how to act on it, presenting both comprehensive frameworks for developing influence and small, simple tactics you can use to convince others every day. This volume includes the work of: Nick Morgan Robert Cialdini Linda A. Hill Nancy Duarte This collection of articles includes "Understand the Four Components of Influence," by Nick Morgan; "Harnessing the Science of Persuasion," by Robert Cialdini; "Three Things Managers Should Be Doing Every Day," by Linda A. Hill and Kent Lineback; "Learning Charisma," by John Antonakis, Marika Fenley, and Sue Liechti; "To Win People Over, Speak to Their Wants and Needs," by Nancy Duarte; "Storytelling That Moves People," an interview with Robert McKee by Bronwyn Fryer; "The Surprising Persuasiveness of a Sticky Note," by Kevin Hogan; and "When to Sell with Facts and Figures, and When to Appeal to Emotions," by Michael D. Harris. How to be human at work. The HBR Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master.

The one primer you need to develop your managerial and leadership skills. Whether you're a new manager or looking to have more influence in your current management role, the challenges you face come in all shapes and sizes—a direct report's anxious questions, your boss's last-minute assignment of an important presentation, or a blank business case staring you in the face. To reach your full potential in these situations, you need to master a new set of business and personal skills. Packed with step-by-step advice and wisdom from Harvard Business Review's management archive, the HBR Manager's Handbook provides best practices on topics from understanding key financial statements and the fundamentals of strategy to emotional intelligence and building your employees' trust. The book's brief sections allow you to home in quickly on the solutions you need right away—or take a deeper dive if you need more context. Keep this comprehensive guide with you throughout your career and be a more impactful leader in your organization. In the HBR Manager's Handbook you'll find: - Step-by-step guidance through common managerial tasks - Short sections and chapters that you can turn to quickly as a need arises - Self-assessments throughout - Exercises and templates to help you practice and apply the concepts in the book - Concise explanations of the latest research and thinking on important management skills from Harvard Business Review experts such as Dan Goleman, Clayton Christensen, John Kotter, and Michael Porter - Real-life stories from working managers - Recaps and action items at the end of each chapter that allow you to reinforce or review the ideas quickly The skills covered in the book include: - Transitioning into a leadership role - Building trust and credibility - Developing emotional intelligence - Becoming a person of influence - Developing yourself as a leader - Giving effective feedback - Leading teams - Fostering creativity - Mastering the basics of strategy - Learning to use financial tools - Developing a business case

Take the stress out of giving feedback. To help your employees meet their goals and fulfill their potential, you need to provide them with regular feedback. But the prospect of sharing potentially negative news can be overwhelming. How do you construct your message so that it's not only well received but also expressed in a way that encourages change? Whether you're commending exemplary work or addressing problem behavior, the HBR Guide to Delivering Effective Feedback provides you with practical advice and tips to transform any performance discussion—from weekly check-ins to annual reviews—into an opportunity for growth and development. You'll learn to: Establish trust with your direct reports Assess their performance fairly Emphasize improvement, even in criticism React calmly to a defensive feedback recipient Recognize and motivate star performers Create individualized development plans Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

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.

[The HBR Guides Collection \(8 Books\) \(HBR Guide Series\)](#)

[HBR Guides to Building Your Strategic Skills Collection \(3 Books\)](#)

[The Presentation Book](#)

[HBR Guide to Making Every Meeting Matter \(HBR Guide Series\)](#)

[The Confidence Gap](#)

[HBR Guide to Performance Management \(HBR Guide Series\)](#)

[Influence and Persuasion \(HBR Emotional Intelligence Series\)](#)

[The Necessary Art of Persuasion](#)

[HBR Guide to Project Management \(HBR Guide Series\)](#)

[HBR's 10 Must Reads on Communication \(with featured article "The Necessary Art of Persuasion," by Jay A. Conger\)](#)

DON'T LET YOUR FEAR OF FINANCE GET IN THE WAY OF YOUR SUCCESS Can you prepare a breakeven analysis? Do you know the difference between an income statement and a balance sheet? Or understand why a business that's profitable can still go belly-up? Has your grasp of your company's numbers helped—or hurt—your career? Whether you're new to finance or you just need a refresher, this go-to guide will give you the tools and confidence you need to master the fundamentals, as all good managers must. The HBR Guide to Finance Basics for Managers will help you: Learn the language of finance Compare your firm's financials with rivals' Shift your team's focus from revenues to profits Assess your vulnerability to industry downturns Use financial data to defend budget requests Invest smartly through cost/benefit analysis

DON'T LET YOUR WRITING HOLD YOU BACK. When you're fumbling for words and pressed for time, you might be tempted to dismiss good business writing as a luxury. But it's a skill you must cultivate to succeed: You'll lose time, money, and influence if your e-mails, proposals, and other important documents fail to win people over. The HBR Guide to Better Business Writing, by writing expert Bryan A. Garner, gives you the tools you need to express your ideas clearly and persuasively so clients, colleagues, stakeholders, and partners will get behind them. This book will help you: • Push past writer's block • Grab—and keep—readers' attention • Earn credibility with tough audiences • Trim the fat from your writing • Strike the right tone • Brush up on grammar, punctuation, and usage

"You've got a great idea that will increase revenue or productivity—but how do you get approval to make it happen? By building a business case that clearly shows its value. Maybe you struggle to win support for projects because you're not sure what kind of data your stakeholders will trust, or naysayers always seem to shoot your ideas down at the last minute. Or perhaps you're intimidated by analysis and number crunching, so you just take a stab at estimating costs and benefits, with little confidence in your accuracy. To get any idea off the ground at your company you'll have to make a strong case for it. This guide gives you the tools to do that"—

The best leaders know how to communicate clearly and persuasively. How do you stack up? If you read nothing else on communicating effectively, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you express your ideas with clarity and impact—no matter what the situation. Leading experts such as Deborah Tannen, Jay Conger, and Nick Morgan provide the insights and advice you need to: Pitch your brilliant idea—successfully Connect with your audience Establish credibility Inspire others to carry out your vision Adapt to stakeholders' decision-making style Frame goals around common interests Build consensus and win support

Every organization has its share of political drama: Personalities clash. Agendas compete. Turf wars erupt. But you need to work productively with your colleagues—even the challenging ones—for the good of your organization and your career. How can you do that without compromising your integrity? By acknowledging that power dynamics and unwritten rules exist—and constructively navigating them. Whether you're a new professional or an experienced one, this guide will teach you how to: (1) Build relationships with difficult people, (2) gain allies and increase your sphere of influence, (3) wrangle resources, (4) move up without alienating your colleagues, (5) avoid power games and petty rivalries, and (6) claim credit when it's due.

Reveals the underlying story form of all great presentations that will not only create impact, but will move people to action Presentations are meant to inform, inspire, and persuade audiences. So why then do so many audiences leave feeling like they've wasted their time? All too often, presentations don't resonate with the audience and move them to transformative action. Just as the author's first book helped presenters become visual communicators, Resonate helps you make a strong connection with your audience and lead them to purposeful action. The author's approach is simple: building a presentation today is a bit like writing a documentary. Using this approach, you'll convey your content with passion, persuasion, and impact. Author has a proven track record, including having created the slides in Al Gore's Oscar-winning An Inconvenient Truth Focuses on content development methodologies that are not only fundamental but will move people to action

Upends the usual paradigm by making the audience the hero and the presenter the mentor Shows how to use story techniques of conflict and resolution Presentations don't have to be boring ordeals. You can make them fun, exciting, and full of meaning. Leave your audiences energized and ready to take action with Resonate.

Are your employees meeting their goals? Is their work improving over time? Understanding where your employees are succeeding—and falling short—is a pivotal part of ensuring you have the right talent to meet organizational objectives. In order to work with your people and effectively monitor their progress, you need a system in place. The HBR Guide to Performance Management provides a new multi-step, cyclical process to help you keep track of your employees' work, identify where they need to improve, and ensure they're growing with the organization. You'll learn to: Set clear employee goals that align with company objectives Monitor progress and check in regularly Close performance gaps Understand when to use performance analytics Create opportunities for growth, tailored to the individual Overcome and avoid burnout on your team Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

'Illuminate' demonstrates how, though the power of persuasive communication, one can turn an idea into a movement, as compared with the likes of Steve Jobs, Dr. Martin Luther King, Jr., Starbucks, IBM, and more.

[HBR Guide to Office Politics](#)

[HBR Guides to Performance Management Collection \(4 Books\) \(HBR Guide Series\)](#)

[Explain Data and Inspire Action Through Story](#)

[The Harvard Business Review Good Charts Collection](#)

[Resonate](#)

[The 17 Skills Leaders Need to Stand Out](#)

[HBR Guide to Persuasive Presentations](#)

[Tips, Tools, and Exercises for Making Better Data Visualizations](#)

[The Harvard Business Review Manager's Handbook](#)

[The Harvard Business Review Good Charts Collection: Tips, Tools, and Exercises for Creating Powerful Data Visualizations](#)

This collection will help you sharpen the key management skills you need to succeed today. We all want to give more persuasive presentations, write more effective emails, master the basics of finance, and manage both stress and time a bit better. These Harvard Business Review Guides—now offered as a complete digital collection—will help you get there. Packed with concise, practical tips from leading experts, the HBR Guides series is designed to help you learn and apply strategies and tactics to work smarter and more effectively, every day. This collection features digital editions of all eight books in the series: HBR Guides on Persuasive Presentations, Better Business Writing, Getting the Right Work Done, Managing Stress at Work, Finance Basics for Managers, Project Management, Managing Up and Across, and Getting the Mentoring You Need. As an important part of your management toolkit, these guidebooks will arm you with the advice you need to success on the job from the most trusted name in business. For busy managers looking for answers to common challenges, let these HBR Guides mentor you all the way to success. About the HBR Guide series: 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.

Presents practical approaches for developing an effective presentation, covering such topics as creating diagrams, displaying data, arranging elements, creating movement, and interacting with slides.

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

Too many of us miss out on opportunities in life because we lack self-confidence. Whether it's public speaking, taking on a leadership role, or asking someone for a date, there are situations in which we just don't feel equipped to handle the challenges we face. Russ Harris offers a surprising solution to low self-confidence, shyness, and insecurity: Rather than trying to "get over" our fears, he says, the secret is to form a new and wiser relationship with them. Paradoxically, it's only when we stop struggling against our fearfulness that we begin to find lasting freedom from it. Drawing on the techniques of Acceptance and Commitment Therapy

(ACT), a cutting-edge form of cognitive-behavioral therapy, The Confidence Gap explains how to:

- Free yourself from common misconceptions about what confidence is and how to build it
- Transform your relationship with fear and anxiety
- Clarify your core values and use them as your inspiration and motivation
- Use mindfulness to effectively handle negative thoughts and feelings.

Discusses how readers can make persuasive presentations that inspire action, engage the audience, and sell ideas.

Learn how to make better; faster decisions. You make decisions every day--from prioritizing your to-do list to choosing which long-term innovation projects to pursue. But most decisions don't have a clear-cut answer, and assessing the alternatives and the risks involved can be overwhelming. You need a smarter approach to making the best choice possible. The HBR Guide to Making Better Decisions provides practical tips and advice to help you generate more-creative ideas, evaluate your alternatives fairly, and make the final call with confidence. You'll learn how to: Overcome the cognitive biases that can skew your thinking Look at problems in new ways Manage the trade-offs between options Balance data with your own judgment React appropriately when you've made a bad choice Communicate your decision--and overcome any resistance Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Make the next presentation you do, the best you've ever done. The Presentation Book shows how you can easily put your nerves behind you and calmly and confidently deliver a clear, sharp and very influential presentation. With Emma Ledden's expert help, quick tips and proven three-step visual approach, you'll learn how to: Plan and prepare properly – learn the secrets of the great presenters and how you can use them too Profile your audience – quickly understand what your audience needs and exactly how to deliver it Shape your message – transform your raw data into three cleverly crafted points Design your slides – get the right visuals in the right place, at the right time Inform, inspire and entertain your audience and deliver your next presentation like a pro.

Feeling stressed about your upcoming presentation? Whether you're nervous about how you'll organize your thoughts or how you'll articulate them on the big day, Presentations provides the quick guidelines and expert tips you need to: Craft your message Prepare and rehearse effectively Engage your audience Manage Q&A sessions Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

[HBR Guide to Being More Productive \(HBR Guide Series\)](#)

[HBR Guide to Better Business Writing \(HBR Guide Series\)](#)

[Ignite Change Through Speeches, Stories, Ceremonies, and Symbols](#)

[Illuminate](#)

[The Art and Science of Creating Great Presentations](#)

[Presentations \(HBR 20-Minute Manager Series\)](#)

[HBR Guide to Data Analytics Basics for Managers \(HBR Guide Series\)](#)

[Good Charts](#)

[Good Charts Workbook](#)

[Slide:ology](#)

Command the room--whether you're speaking to an audience of one or one hundred. If you read nothing else on public speaking and presenting, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you find your voice, persuade your listeners, and connect with audiences of any size. This book will inspire you to: Win hearts and minds--and approval for your ideas Conquer your nerves and speak with confidence Focus your message so that people really listen Establish trust with your audience by being your authentic self Use data and visuals to persuade more effectively Master the art of storytelling This collection of articles includes "How to Give a Killer Presentation," by Chris Anderson; "How to Become an Authentic Speaker," by Nick Morgan; "Storytelling That Moves People: A Conversation with Screenwriting Coach Robert McKee," by Bronwyn Fryer; "Connect, Then Lead," by Amy J.C. Cuddy, Matthew Kohut, and John Neffinger; "The Necessary Art of Persuasion," by Jay A. Conger; "The Science of Pep Talks," by Daniel McGinn; "Get the Boss to Buy In," by Susan J. Ashford and James R. Detert; "The Organizational Apology," by Maurice E. Schweitzer, Alison Wood Brooks, and Adam D. Galinsky; "What's Your Story?" by Herminia Ibarra and Kent Lineback; "Visualizations That Really Work," by Scott Brinatto; and "Structure Your Presentation Like a Story," by Nancy Duarte. 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.

Dataviz—the new language of business A good visualization can communicate the nature and potential impact of information and ideas more powerfully than any other form of communication. For a long time “dataviz” was left to specialists—data scientists and professional designers. No longer. A new generation of tools and massive amounts of available data make it easy for anyone to create visualizations that communicate ideas far more effectively than generic spreadsheet charts ever could. What’s more, building good charts is quickly becoming a need-to-have skill for managers. If you’re not doing it, other managers are, and they’re getting noticed for it and getting credit for contributing to your company’s success. In Good Charts, dataviz maven Scott Brinatto provides an essential guide to how visualization works and how to use this new language to impress and persuade. Dataviz today is

where spreadsheets and word processors were in the early 1980s—on the cusp of changing how we work. Berinato lays out a system for thinking visually and building better charts through a process of talking, sketching, and prototyping. This book is much more than a set of static rules for making visualizations. It taps into both well-established and cutting-edge research in visual perception and neuroscience, as well as the emerging field of visualization science, to explore why good charts (and bad ones) create “feelings behind our eyes.” Along the way, Berinato also includes many engaging vignettes of dataviz pros, illustrating the ideas in practice. Good Charts will help you turn plain, uninspiring charts that merely present information into smart, effective visualizations that powerfully convey ideas.

Master the most critical professional skills with this five-volume set that covers topics from personal effectiveness to leading others. This specially priced collection includes books from the HBR Guide series on the topics of Getting the Right Work Done, Better Business Writing, Persuasive Presentations, Making Every Meeting Matter, and Project Management. You'll learn how to: Prioritize and stay focused Overcome procrastination Conquer email overload Push past writer's block Create powerful visuals Establish credibility with tough audiences Moderate lively conversations and regain control of wayward meetings Build a strong project team Create a realistic schedule--and stay on track Manage stakeholders' expectations 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.

ARE YOUR WORKING RELATIONSHIPS WORKING AGAINST YOU? To achieve your goals and get ahead, you need to rally people behind you and your ideas. But how do you do that when you lack formal authority? Or when you have a boss who gets in your way? Or when you're juggling others' needs at the expense of your own? By managing up, down, and across the organization. Your success depends on it, whether you're a young professional or an experienced leader. The HBR Guide to Managing Up and Across will help you: Advance your agenda—and your career—with smarter networking Build relationships that bring targets and deadlines within reach Persuade decision makers to champion your initiatives Collaborate more effectively with colleagues Deal with new, challenging, or incompetent bosses Navigate office politics

Talk. Sketch. Prototype. Repeat. You know right away when you see an effective chart or graphic. It hits you with an immediate sense of its meaning and impact. But what actually makes it clearer, sharper, and more effective? If you're ready to create your own "good charts"--data visualizations that powerfully communicate your ideas and research and that advance your career--the Good Charts Workbook is the hands-on guide you've been looking for. The original Good Charts changed the landscape by helping readers understand how to think visually and by laying out a process for creating powerful data visualizations. Now, the Good Charts Workbook provides tools, exercises, and practical insights to help people in all kinds of enterprises gain the skills they need to get started. Harvard Business Review Senior Editor and dataviz expert Scott Berinato leads you, step-by-step, through the key challenges in creating good charts--controlling color, crafting for clarity, choosing chart types, practicing persuasion, capturing concepts--with warm-up exercises and mini-challenges for each. The Workbook includes helpful prompts and reminders throughout, as well as white space for users to practice the Good Charts talk-sketch-prototype process. Good Charts Workbook is the must-have manual for better understanding the dataviz around you and for creating better charts to make your case more effectively.

Are you looking for an alternative to a career path at a big firm? Does founding your own start-up seem too risky? There is a radical third path open to you: You can buy a small business and run it as CEO. Purchasing a small company offers significant financial rewards—as well as personal and professional fulfillment. Leading a firm means you can be your own boss, put your executive skills to work, fashion a company environment that meets your own needs, and profit directly from your success. But finding the right business to buy and closing the deal isn't always easy. In the HBR Guide to Buying a Small Business, Harvard Business School professors Richard Ruback and Royce Yudkoff help you: Determine if this path is right for you Raise capital for your acquisition Find and evaluate the right prospects Avoid the pitfalls that could derail your search Understand why a "dull" business might be the best investment Negotiate a potential deal with the seller Avoid deals that fall through at the last minute

Don't let a fear of numbers hold you back. Today's business environment brings with it an onslaught of data. Now more than ever, managers must know how to tease insight from data--to understand where the numbers come from, make sense of them, and use them to inform tough decisions. How do you get started? Whether you're working with data experts or running your own tests, you'll find answers in the HBR Guide to Data Analytics Basics for Managers. This book describes three key steps in the data analysis process, so you can get the information you need, study the data, and communicate your findings to others. You'll learn how to: Identify the metrics you need to measure Run experiments and A/B tests Ask the right questions of your data experts Understand statistical terms and concepts Create effective charts and visualizations Avoid common mistakes

If you manage a team, you need to be able to measure and manage their performance. From establishing a performance review cycle and building toward your year-end assessment, to providing individual feedback and coaching and establishing group cohesion and accountability, this collection teaches you the skills you need to inspire your team to greater success. This specially priced four-volume set includes books from the HBR Guide series on the topics of Performance Management, Coaching Employees, Delivering Effective Feedback, and Leading Teams. You'll learn how to: Set--and adapt--employee and team goals Assess performance fairly Coach your employees through tough situations React calmly if someone gets defensive when you deliver feedback Create plans for individual development Rethink how you use performance ratings Avoid burnout on your team Foster group camaraderie and cooperation Hold your team accountable 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.

[Datastory](#)

[HBR Guide to Getting the Right Work Done \(HBR Guide Series\)](#)

[HBR Guide to Delivering Effective Feedback \(HBR Guide Series\)](#)

[A Guide to Overcoming Fear and Self-Doubt](#)

[HBR Guides to Being an Effective Manager Collection \(5 Books\) \(HBR Guide Series\)](#)

[The HBR Guide to Making Smarter, More Persuasive Data Visualizations](#)

[HBR Guide to Managing Strategic Initiatives](#)

[HBR Guide to Negotiating \(HBR Guide Series\)](#)

[HBR Guide to Building Your Business Case](#)

[HBR Guide to Buying a Small Business](#)

In an age when managers can no longer rely on formal power, persuading people is more important than ever. Persuasion is a process of learning from colleagues and employees and negotiating shared solutions to solving problems and achieving goals. In The Necessary Art of Persuasion, Jay Conger describes four essential components of persuasion and explains how to master them, providing the information you need to fulfill your managerial mandate: getting work done through others.

A good visualization can communicate the nature and potential impact of ideas more powerfully than any other form of communication. For a long time, "dataviz" was left to specialists--data scientists and professional designers. No longer. A new generation of tools and massive amounts of available data make it easy for anyone to create visualizations

that communicate ideas far more effectively than generic spreadsheet charts ever could. The Harvard Business Review Good Charts Collection brings together two popular books to help you become more sophisticated in understanding and using dataviz to communicate your ideas and advance your career. In Good Charts, dataviz maven and Harvard Business Review editor Scott Berinato provides an essential guide to how visualization works and how to use this new language to impress and persuade. He lays out a system for thinking visually and building better charts through a process of talking, sketching, and prototyping. In Good Charts Workbook, Berinato extends the usefulness of Good Charts by putting theory into practice. He leads readers step-by-step through several example datasets and basic charts, providing space to practice the Good Charts talk-sketch-prototype process for improving those charts. Examples include a "Discussion Key" showing how to approach the challenge and why. Each challenge focuses on a different, common visualization problem such as simplification, storytelling, creating conceptual charts, and many others. The Harvard Business Review Good Charts Collection is your go-to resource for turning plain, uninspiring charts that merely present information into smart, effective visualizations that powerfully convey ideas.

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.

This big initiative could make or break this fiscal year--or your career. Managing a successful strategic initiative may be the key to transforming your company--and propelling your career forward. Yet running a cross-functional team on a high-profile project can present a multitude of challenges and risks, causing even the most experienced manager to struggle. The HBR Guide to Managing Strategic Initiatives provides practical tips and advice to help you manage all the stages of an initiative's life cycle, from buy-in to launch to scaling up. You'll learn how to: Win--and keep--support for your new initiative Move rapidly from approval to implementation Assemble transformative, high-performing initiative teams Maintain the confidence of sponsors and stakeholders Stay on schedule and within budget Avoid initiative overload by killing projects that aren't meeting business needs Keep multiple initiatives in strategic alignment Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Make every minute count. Your calendar is full, and yet your meetings don't always seem to advance your work. Problems often arise with unrealistic or vague agendas, off-track conversations, tuned-out participants who don't know why they're there, and follow-up notes that no one reads—or acts on. Meetings can feel like a waste of time. But when you invest a little energy in preparing yourself and your participants, you'll stay focused, solve problems, gain consensus, and leave each meeting ready to take action. With input from over 20 experts combined with useful checklists, sample agendas, and follow-up memos, the HBR Guide to Making Every Meeting Matter will teach you how to: Set and communicate your meeting's purpose Invite the right people Prepare an achievable agenda Moderate a lively conversation Regain control of a wayward meeting Ensure follow-through without babysitting or haranguing Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Readers will learn to understand the story behind the data and how to influence the people with a DataStory.

[Present Visual Stories that Transform Audiences](#)

[HBR Guide to Managing Up and Across \(HBR Guide Series\)](#)

[HBR Guide to Dealing with Conflict \(HBR Guide Series\)](#)

[HBR's 10 Must Reads on Public Speaking and Presenting \(with featured article "How to Give a Killer Presentation" By Chris Anderson\)](#)

[How to Create It, Shape it and Deliver It!](#)

[HBR Guide to Making Better Decisions](#)

[Think Big, Buy Small, Own Your Own Company](#)

[Tips, Tools, and Exercises for Creating Powerful Data Visualizations](#)

[HBR Guide to Persuasive Presentations \(HBR Guide Series\)](#)

[HBR Guide to Finance Basics for Managers \(HBR Guide Series\)](#)