

# The Harvard Business School Guide To Careers In The Nonprofit Sector A Harvard Business School Career Guide

The 2002 edition of The Harvard Business School Guide to Careers in Management Consulting provides invaluable job-search advice for the prospective management consultant. Harvard Business School graduates, students, and faculty reveal firsthand insights into the industry, describe what a consultant's work is really like, outline current industry trends, and offer guidelines for approaching the case-study interview. Also included are profiles of well-known consulting firms, a mailing list of recruiting contacts, and a selective bibliography of relevant books and directories compiled by the Harvard Business School Career Resources librarian.

Are you suffering from work-related stress? Feeling overwhelmed, exhausted, and short-tempered at work—and at home? Then you may have too much stress in your life. Stress is a serious problem that impacts not only your mental and physical health, but also your loved ones and your organization. So what can you do to address it? The HBR Guide to Managing Stress at Work will help you find a sustainable solution. It will help you reach the goal of getting on an even keel—and staying there. You'll learn how to:

- Harness stress so it spurs, not hinders, productivity
- Create realistic and manageable routines
- Aim for progress, not perfection

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Make the case for a flexible schedule • Ease the physical tension of spending too much time at your computer • Renew yourself physically, mentally, and emotionally

Case method teaching immerses students in realistic business situations--which include incomplete information, time constraints, and conflicting goals. The class discussion inherent in case teaching is well known for stimulating the development of students' critical thinking skills, yet instructors often need guidance on managing that class discussion to maximize learning. Teaching with Cases focuses on practical advice for instructors that can be easily implemented. It covers how to plan a course, how to teach it, and how to evaluate it. The book is organized by the three elements required for a great case-based course: 1) advance planning by the instructor, including implementation of a student contract; 2) how to make leading a vibrant case discussion easier and more systematic; and 3) planning for student evaluation after the course is complete. Teaching with Cases is ideal for anyone interested in case teaching, whether basing an entire course on cases, using cases as a supplement, or simply using discussion facilitation techniques. To learn more about the book, and to see resources available, visit

[teachingwithcases.hbsp.harvard.edu](http://teachingwithcases.hbsp.harvard.edu).

In the spring of 2010, Harvard Business School's graduating class asked HBS professor Clay Christensen to address them—but not on how to apply his principles and thinking to their post-HBS careers. The students wanted to know how to apply his wisdom to their

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personal lives. He shared with them a set of guidelines that have helped him find meaning in his own life, which led to this now-classic article. Although Christensen's thinking is rooted in his deep religious faith, these are strategies anyone can use. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

Navigate the complex decisions and critical relationships necessary to create and sustain a healthy family business—and business family. Though "family business" may sound like it refers only to mom-and-pop shops, businesses owned by families are among the most significant and numerous in the world. But surprisingly few resources exist to help navigate the unique challenges you face when you share the executive suite, financial statements, and holidays. How do you make the right decisions, critical to the long-term survival of any business, with the added challenge of having to do so within the context of a family? The HBR Family Business Handbook brings you sophisticated guidance and practical advice from family business experts Josh Baron and Rob Lachenauer. Drawing on their decades-long experience working closely with a wide range of family businesses of all sizes around the world, the authors present proven methods and approaches for

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communicating effectively, managing conflict, building the right governance structures, and more. In the HBR Family Business Handbook you'll find: A new perspective on what makes family businesses succeed and fail A framework to help you make good decisions together Step-by-step guidance on managing change within your business family Key questions about wealth, unique to family businesses, that you can't afford to ignore Assessments to help you determine where you are—and where you want to go Stories of real companies, from Marchesi Antinori to Radio Flyer Chapter summaries you can use to reinforce what you've learned Keep this comprehensive guide with you to help you build, grow, and position your family business to thrive across generations. HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role.

Guiding MBAs into the Nonprofit Sector As interest in nonprofit sector careers grows among MBA students and MBAs further along in their careers, the number of interesting opportunities and the need for MBA skills in this sector also continues to spiral upward. Yet MBA students and alums have experienced frustration with the job search process in this field. The Harvard Business School Guide to Careers in the Nonprofit Sector is a great resource for newly minted MBAs and alums interested in entering the nonprofit sector - whether as full-time managers, board members, or volunteers.

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Tapping the career histories of thirty-four Harvard Business School alums who have carved out successful and personally rewarding lives in the nonprofit sector, Stephanie Lowell has created a resource that is both inspirational and practical. Topics covered include: nonprofit subsector overviews with descriptions of key roles and positions for MBAs the pros and cons of a nonprofit career managing expectations salary expectations cultural differences the job search process as it applies to nonprofits an extensive bibliography of resources Reflecting the depth and breadth of the nonprofit sector, the HBS Guide covers management careers in arts and culture, community economic development, education, environment, foundations, government, health care, international aid and economic development, social services, social purpose businesses, and socially responsible business/corporate community relations.

**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

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champion your initiatives Collaborate more effectively with colleagues Deal with new, challenging, or incompetent bosses Navigate office politics

Most managers today understand the value of building a learning organization. Their goal is to leverage knowledge and make it a key corporate asset, yet they remain uncertain about how best to get started. What they lack are guidelines and tools that transform abstract theory—the learning organization as an ideal—into hands-on implementation. For the first time in *Learning in Action*, David Garvin helps managers make the leap from theory to proven practice. Garvin argues that at the heart of organizational learning lies a set of processes that can be designed, deployed, and led. He starts by describing the basic steps in every learning process—acquiring, interpreting, and applying knowledge—then examines the critical challenges facing managers at each of these stages and the various ways the challenges can be met. Drawing on decades of scholarship and a wealth of examples from a wide range of fields, Garvin next introduces three modes of learning—intelligence gathering, experience, and experimentation—and shows how each mode is most effectively deployed. These approaches are brought to life in complete, richly detailed case studies of learning in action at organizations such as Xerox, L. L. Bean, the U. S. Army, and GE. The book concludes with a discussion of the leadership role that senior executives must play to make learning a day-to-day reality in their organizations. The perfect gift for aspiring leaders: 16 volumes of HBR Guide. This 16-volume, specially priced boxed

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set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics, negotiating, business writing, and coaching. This set includes Persuasive Presentations, Better Business Writing, Finance Basics, Data Analytics, Building Your Business Case, Making Every Meeting Matter, Project Management, Emotional Intelligence, Getting the Right Work Done, Negotiating, Leading Teams, Coaching Employees, Performance Management, Delivering Effective Feedback, Dealing with Conflict, and Managing Up and Across. Arm yourself with the advice you need to succeed on the job, from the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges Also available as an ebook set.

Named one of the best strategy books of 2021 by strategy+business Get to better, more effective strategy. In nearly every business segment and corner of the world economy, the most successful companies dramatically outperform their rivals. What is their secret? In Better, Simpler Strategy, Harvard Business School professor Felix Oberholzer-Gee shows how these companies achieve more by doing less. At a time when rapid technological change and global competition conspire to upend traditional ways of doing business, these companies pursue radically simplified strategies. At a time when many managers

struggle not to drown in vast seas of projects and initiatives, these businesses follow simple rules that help them select the few ideas that truly make a difference. *Better, Simpler Strategy* provides readers with a simple tool, the value stick, which every organization can use to make its strategy more effective and easier to execute. Based on proven financial mechanics, the value stick helps executives decide where to focus their attention and how to deepen the competitive advantage of their business. How does the value stick work? It provides a way of measuring the two fundamental forces that lead to value creation and increased financial success—the customer's willingness-to-pay and the employee's willingness-to-sell their services to the business. Companies that win, Oberholzer-Gee shows, create value for customers by raising their willingness-to-pay, and they provide value for talent by lowering their willingness-to-sell. The approach, proven in practice, is entirely data driven and uniquely suited to be cascaded throughout the organization. With many useful visuals and examples across industries and geographies, *Better, Simpler Strategy* explains how these two key measures enable firms to gauge and improve their strategies and operations. Based on the author's sought-after strategy course, this book is your must-have guide for making better strategic decisions.

The one primer you need to develop your

entrepreneurial skills. Whether you're imagining your new business to be the next big thing in Silicon Valley, a pivotal B2B provider, or an anchor in your local community, the HBR Entrepreneur's Handbook is your essential resource for getting your company off the ground. Starting an independent new business is rife with both opportunity and risk. And as an entrepreneur, you're the one in charge: your actions can make or break your business. You need to know the tried-and-true fundamentals--from writing a business plan to getting your first loan. You also need to know the latest thinking on how to create an irresistible pitch deck, mitigate risk through experimentation, and develop unique opportunities through business model innovation. The HBR Entrepreneur's Handbook addresses these challenges and more with practical advice and wisdom from Harvard Business Review's archive. Keep this comprehensive guide with you throughout your startup's life--and increase your business's odds for success. In the HBR Entrepreneur's Handbook you'll find: Step-by-step guidance through the entrepreneurial process Concise explanations of the latest research and thinking on entrepreneurship from Harvard Business Review contributors such as Marc Andreessen and Reid Hoffman Time-honed best practices Stories of real companies, from Airbnb to eBay You'll learn: Which skills and characteristics make for the best entrepreneurs How to gauge

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potential opportunities The basics of business models and competitive strategy How to test your assumptions--before you build a whole business How to select the right legal structure for your company How to navigate funding options, from venture capital and angel investors to accelerators and crowdfunding How to develop sales and marketing programs for your venture What entrepreneurial leaders must do to build culture and set direction as the business keeps growing HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, real-life stories, and concise explanations of research published in Harvard Business Review, each comprehensive volume helps you to stand out from the pack--whatever your role.

## 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

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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

In this smart, practical, and research-based guide, Harvard Business School professor Frank Cespedes offers essential sales strategies for a world that never stops changing. The rise of e-commerce. Big data. AI. Given these trends (and many others), there's no doubt that sales is changing. But much of the current conventional wisdom is misleading and not supported by empirical data. If you as a manager fail to separate fact from hype, you will make decisions based on faulty assumptions and, in a competitive market, eventually fall behind those with a keener grasp of the current selling environment. In this no-nonsense book, sales expert and Harvard Business School professor Frank Cespedes provides sales managers and executives with the tools they need to separate the signal from the noise. These include how to:

- Hire and deploy the right talent
- Pay and incentivize your sales force
- Improve ROI from your training programs
- Create a comprehensive sales model
- Set and test the right prices
- Build and manage a multichannel approach

Brimming with fascinating examples, insightful research, and helpful diagnostics, *Sales Management That Works* will help sales managers

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build a great sales team, create an optimal strategy, and steer clear of hype and fads. Salespeople will be better equipped to respond to changes, executives will be able to track and accelerate ROI, and readers will understand why improving selling is a social as well as an economic responsibility of business.

'For anyone thinking of doing an MBA, or indeed anyone who wants to understand how the corporate elite are moulded, this is a must read' Luke Johnson, British entrepreneur The internationally best-selling business classic that reveals what it's really like to study an MBA at one of the most prestigious institutions in the world. Philip Delves Broughton quit his position as New York correspondent for The Daily Telegraph to take his place on one of the most-coveted and exclusive courses in the world - an MBA at Harvard Business School - to acquire the wisdom reserved for the world's global elite. And what he learns is truly jaw-dropping. From his first class to graduation - encompassing the guest lectures, the Apprentice-style tasks, the booze-luge, the burnouts and the high flyers - Delves Broughton divulges the advice, wisdom and folly he found whilst studying at the most prestigious business school in the world. 'Anyone considering enrolling will find this an insightful portrait of Harvard Business School life' Economist 'Very funny. An excellent book' Wall Street Journal

The top secrets to getting into the best MBA

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programs, from a leading industry expert Top MBA programs reject more than 80 percent of their applicants, but author Chioma Isiadinso's admissions consulting firm has successfully guided 90 percent of her students into the best business schools around the world. As a former Admissions Board Member, Isiadinso offers insider tips and strategies to help applicants get into the school of their choice by building and promoting their personal brand. This revised and updated edition now offers:

- the do's and don'ts of social media networking
- sample admissions essays that worked
- an international perspective for global admissions appeal

Provides an approach for analyzing, discussing, and writing about cases. This book shows how to classify cases according to analytical task they require (solving a problem, making a decision, or forming an evaluation) and establish a base of knowledge about a case. It shows how to talk about cases in class.

Create breakthrough services, products, and business models Innovating in Healthcare offers effective approaches for designing, reworking, and implementing innovative healthcare services, products, and business models. It will help anyone working in healthcare service or product development, from hospitals to startups, to question the status quo in healthcare and implement new solutions that lower costs while increasing both quality and access.

Globally, healthcare faces a threefold crisis of unsustainable economics, erratic quality, and unequal access. Just in the U.S., healthcare accounted for 18% of the 2017 GDP and will

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likely reach nearly 20% by 2025, while hospital-induced deaths have skyrocketed, and tens of millions of people remain uninsured. This book will focus on creating the innovations in healthcare that can meet these needs. • Written by the worlds leading authority on healthcare innovation • Includes success stories in every segment of the health care sector • Presents and applies the Six Factors in the environment that critically affect healthcare innovation • Guides the reader through tailoring a business plan specifically for the new business Designed for healthcare executives, providers, and degree students, *Innovating in Healthcare* is a comprehensive guide for maximizing the viability of a new healthcare product, service, or business. Digital transformation is no longer news--it's a necessity. Despite the widespread threat of disruption, many large companies in traditional industries have succeeded at digitizing their businesses in truly transformative ways. The New York Times, formerly a bastion of traditional media, has created a thriving digital product behind a carefully designed paywall. Best Buy has transformed its business in the face of Amazon's threat. John Deere has formed a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In *Driving Digital Strategy*, Harvard Business School professor Sunil Gupta provides an actionable framework for following their lead. For over a decade, Gupta has studied digital transformation at Fortune 500 companies. He knows what works and what doesn't. Merely dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally change the core of your business and ensure that your digital strategy touches all aspects of your organization: your business model, value chain, customer relationships, and company culture. Gupta

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covers each aspect in vivid detail while providing navigation tips and best practices along the way. Filled with rich and illuminating case studies of companies at the forefront of digital transformation, *Driving Digital Strategy* is the comprehensive guide you need to take full advantage of the limitless opportunities the digital age provides.

Geared toward executives and managers, a revised guide explains important concepts in macroeconomics using detailed examples from history and helps break down how the economy really works and what impact it has on the business world. 12,500 first printing.

Dysfunctional teams are maddening yet are a reality of organizational life. How often have you sat in team meetings complaining to yourself, "What a colossal waste of time. Why does it take forever for this group to make a simple decision? What are we even trying to achieve here?" But as the team leader, you have the power to change things for the better. It's up to you to get people to work well together and produce results. How do you avoid the pitfalls you've experienced so painfully in the past? Team expert Mary Shapiro offers step-by-step advice, drawing on time-tested principles, practical exercises, guidelines for structured team conversations, and examples from a range of industries and organizational settings.

A Wall Street Journal Bestseller "...this guide provides readers with much more than just early careers advice; it can help everyone from interns to CEOs." — a Financial Times top title *You've landed a job. Now what?* No one tells you how to navigate your first day in a new role. No one tells you how to take ownership, manage expectations, or handle workplace politics. No one tells you how to get promoted. The answers to these professional unknowns lie in the unspoken rules—the certain ways of doing things that managers expect but don't explain and that top performers do but don't realize. The

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problem is, these rules aren't taught in school. Instead, they get passed down over dinner or from mentor to mentee, making for an unlevel playing field, with the insiders getting ahead and the outsiders stumbling along through trial and error. Until now. In this practical guide, Gorick Ng, a first-generation college student and Harvard career adviser, demystifies the unspoken rules of work. Ng distills the wisdom he has gathered from over five hundred interviews with professionals across industries and job types about the biggest mistakes people make at work. Loaded with frameworks, checklists, and talking points, the book provides concrete strategies you can apply immediately to your own situation and will help you navigate inevitable questions, such as: How do I manage my time in the face of conflicting priorities? How do I build relationships when I'm working remotely? How do I ask for help without looking incompetent or lazy? The Unspoken Rules is the only book you need to perform your best, stand out from your peers, and set yourself up for a fulfilling career.

Guide includes profiles of some 60 well-known consulting firms, a mailing list of recruiting contacts, a selected bibliography of books and directories, and a list of job posting websites.

This book is a self-study guide written for someone who wishes to teach themselves basic financial accounting. It is based on a course by the same author that has been successfully completed by thousands of students worldwide. It explains concepts in simple language with illustrative examples, provides review questions and quizzes after each chapter and section, and contains two full-length practice exams at the end of the book. This book compares and contrasts US GAAP and IFRS for every topic covered in the book.

Managing the human side of work Research by Daniel

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Goleman, a psychologist and coauthor of *Primal Leadership*, has shown that emotional intelligence is a more powerful determinant of good leadership than technical competence, IQ, or vision. Influencing those around us and supporting our own well-being requires us to be self-aware, know when and how to regulate our emotional reactions, and understand the emotional responses of those around us. No wonder emotional intelligence has become one of the crucial criteria in hiring and promotion. But luckily it's not just an innate trait: Emotional intelligence is composed of skills that all of us can learn and improve on. In this guide, you'll learn how to:

- Determine your emotional intelligence strengths and weaknesses
- Understand and manage your emotional reactions
- Deal with difficult people
- Make smarter decisions
- Bounce back from tough times
- Help your team develop emotional intelligence
- 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 Power of Empowering Others** Leadership isn't easy. It takes grit, courage, and vision, among other things, that can be hard to come by on your toughest days. When leaders and aspiring leaders seek out advice, they're often told to try harder. Dig deeper. Look in the mirror and own your natural-born strengths and fix any real or perceived career-limiting deficiencies. Frances Frei and Anne Morriss offer a different worldview. They argue that this popular leadership advice glosses over the most important thing you do as a leader: build others up. Leadership isn't about you. It's about how effective you are at empowering other people—and making sure

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this impact endures even in your absence. As Frei and Morriss show through inspiring stories from ancient Rome to present-day Silicon Valley, the origins of great leadership are found, paradoxically, not in worrying about your own status and advancement, but in the unrelenting focus on other people's potential. *Unleashed* provides radical advice for the practice of leadership today. Showing how the boldest, most effective leaders use a special combination of trust, love, and belonging to create an environment in which other people can excel, Frei and Morriss offer practical, battle-tested tools—based on their work with companies such as Uber, Riot Games, WeWork, and others—along with interviews and stories from their own personal experience, to make these ideas come alive. This book is your indispensable guide for unleashing greatness in other people . . . and, ultimately, in yourself. To learn more, please visit [theleadersguide.com](http://theleadersguide.com).

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:

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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  
With advice and tools for improving a wide array of communication skills--from delivering an effective presentation to drafting proposals to the effective use of e-mail--Business Communication helps managers deliver information effectively.

This business classic features straight-talking advice you'll never hear in school. Featuring a new foreword by Ariel Emanuel and Patrick Whitesell Mark H. McCormack, one of the most successful entrepreneurs in American business, is widely credited as the founder of the modern-day sports marketing industry. On a handshake with Arnold Palmer and less than a thousand dollars, he started International Management Group and, over a four-decade period, built the company into a multimillion-dollar enterprise with offices in more than forty countries. To this day, McCormack's business classic remains a must-read for executives and managers at every level. Relating his proven method of "applied people sense" in key chapters on sales, negotiation, reading others and yourself, and executive time management, McCormack presents powerful real-world guidance on

- the secret life of a deal
- management philosophies that don't work (and one that does)
- the key to running a meeting—and how to attend one
- the positive use of negative reinforcement

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proven ways to observe aggressively and take the edge

- and much more Praise for What They Don't Teach

You at Harvard Business School "Incisive, intelligent,

and witty, What They Don't Teach You at Harvard

Business School is a sure winner—like the author himself.

Reading it has taught me a lot."—Rupert Murdoch,

executive chairman, News Corp, chairman and CEO,

21st Century Fox "Clear, concise, and informative . . .

Like a good mentor, this book will be a valuable aid

throughout your business career."—Herbert J. Siegel,

chairman, Chris-Craft Industries, Inc. "Mark McCormack

describes the approach I have personally seen him

adopt, which has not only contributed to the growth of his

business, but mine as well."—Arnold Palmer "There have

been what we love to call dynasties in every sport. IMG

has been different. What this one brilliant man, Mark

McCormack, created is the only dynasty ever over all

sport."—Frank Deford, senior contributing writer, Sports

Illustrated

Two years in the cauldron of capitalism-"horrifying and

very funny" (The Wall Street Journal) In this candid and

entertaining insider's look at the most influential school in

global business, Philip Delves Broughton draws on his

crack reporting skills to describe his madcap years at

Harvard Business School. Ahead of the Curve recounts

the most edifying and surprising lessons learned in the

quest for an MBA, from the ingenious chicanery of

leveraging and the unlikely pleasures of accounting, to

the antics of the "booze luge" and other, less savory

trappings of student culture. Published during the one

hundredth anniversary of Harvard Business School, this

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is the unflinching truth about life in the trenches of an iconic American institution.

Get your best work done, no matter where you do it. Video calls from your couch. Project reports in a coffee shop. Presentations at your kitchen table. Working remotely gives you more flexibility in how and where you do your job. But being part of a far-flung team can be challenging. How can you make remote work work for you? The HBR Guide to Remote Work provides practical tips and advice to help you stay productive, avoid distractions, and collaborate with your team, despite the distance that separates you. You'll learn to: Create a regular work-from-home routine Identify the right technology for your needs Run better virtual meetings Avoid burnout and video-call fatigue Manage remote employees Conduct difficult conversations when you can't meet in person Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

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

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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.

The Harvard Business School Guide to Careers in the Nonprofit Sector Harvard Business School Press  
The guide all MBAs and executive education students need. If you're enrolled in an MBA or executive education program, you've probably encountered a powerful learning tool: the business case. But if you're like many people, you may find interpreting and writing about cases mystifying and time-consuming. In *The Case Study Handbook, Revised Edition*, William Ellet presents a potent new approach for efficiently analyzing, discussing, and writing about cases. Early chapters show how to classify cases according to the analytical task they require (making a decision, performing an evaluation, or diagnosing a problem) and quickly establish a base of knowledge about a case. Strategies and templates, in addition to several sample Harvard Business School cases, help you apply the author's framework. Later in the book, Ellet shows how to write persuasive case-analytical essays based on the process laid out earlier. Examples of effective writing further reinforce the methods. The book also includes a chapter on how to talk about cases more effectively in class. Any current or prospective MBA or executive education student needs this

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guide.

**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

**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

**DON'T LET YOUR FEAR OF FINANCE GET IN THE WAY OF YOUR SUCCESS** Can you prepare a breakeven

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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

Scores of books and articles have been written in the popular press and mainstream marketplace about leadership: who leaders are, what they do, and why they matter. Yet in academia, there is a dearth of rigorous research, journal articles, or doctoral programs focused on leadership as a discipline. Why do top business schools espouse mission statements that promise to "educate the leaders of the future" - yet fail to give leadership its intellectual due? The Handbook of Leadership Theory and Practice seeks to bridge this disconnect. Based on the Harvard Business School Centennial Colloquium "Leadership: Advancing an Intellectual Discipline" and edited by HBS professors Nitin Nohria and Rakesh Khurana, this volume brings together the most important scholars from fields as diverse as psychology, sociology, economics, and history to take stock of what we know about leadership and to set an agenda for future research. More than a means of getting ahead and gaining power, leadership must be understood as a serious professional and personal responsibility. Featuring the thinking of today's most renowned scholars, the Handbook of Leadership Theory and Practice will be a catalyst for

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elevating leadership to a higher intellectual plane - and help shape the research agenda for the next generation of leadership scholars.

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