

# HMM Leadership Topic Summaries

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## 1. CHANGE MANAGEMENT

- Foster skills for adapting to continual change
- Identify and carry out opportunities for improvement
- Implement formal change programs
- Address factors that can derail change

## 2. COACHING

- Identify and act on coaching opportunities
- Listen and question effectively during coaching
- Give constructive feedback during coaching
- Coach employees to become agile learners
- Develop awareness and skills to coach all employees

## 3. DEVELOPING EMPLOYEES

- Tailor development strategies to individual employees
- Help employees create and implement development plans
- Identify and design experiences that foster individual development
- Build your team members' global skills

## 4. DIFFICULT INTERACTIONS

- Determine which conflicts to resolve
- Address the negative emotions conflict raises
- Clarify the facts of an interpersonal conflict
- Solve the problem underlying a difficult interaction
- Manage conflict between direct reports

## 5. DIGITAL INTELLIGENCE

- Adopt a digital mindset—and foster one in others
- Cultivate a team culture that thrives in today's digital world
- Use data responsibly and effectively
- Prioritize and act on digital opportunities

## 6. FEEDBACK ESSENTIALS

- Give effective feedback
- Tailor feedback to the individual
- Create an environment that encourages improvement through feedback
- Seek feedback to improve your performance

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## 7. INNOVATION AND CREATIVITY

- Build a diverse team to maximize creativity
- Create a physical working environment conducive to play, creativity, and idea generation
- Apply divergent thinking techniques to generate ideas
- Determine when and how to zero in on the best option

## 8. LEADING PEOPLE

- Define your purpose, vision, and values
- Cultivate your emotional intelligence
- Build trust in your leadership
- Engage and motivate employees
- Lead with a global mindset

## 9. LEVERAGING YOUR NETWORKS

- Create a map of a network and assess the network
- Identify ways to strengthen a network
- Initiate and develop reciprocal relationships within a network
- Leverage your networks to achieve personal, team, and organizational goals
- Apply strategies for sustaining networks in the long term

## 10. MANAGING YOUR BOSS

- Develop strategies for understanding and interacting effectively with your boss
- Build a strong partnership with your boss
- Communicate effectively with your boss
- Use strategies for dealing with challenging bosses

## 11. PERFORMANCE APPRAISAL

- Prepare for a performance appraisal meeting with a direct report
- Conduct a performance appraisal meeting with a direct report
- Monitor an employee's progress on performance goals

## 12. PERSUADING OTHERS

- Build your credibility by earning trust and establishing your expertise
- Assess those whom you need to persuade
- Persuade people by appealing to reason
- Connect with people by appealing to their emotions
- Overcome resistance to your ideas
- Activate persuasion "triggers" to affect people's unconscious response to your ideas

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### **13. TEAM MANAGEMENT**

- Foster trust within your team
- Strengthen your team's identity
- Help your team make decisions
- Make conflict constructive and resolve harmful conflicts
- Ensure collaboration and participation from all team members
- Evaluate your team's performance