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Learn why bad decisions happen to good managers—and how to make better ones. If you read nothing else on decision making, 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 and your organization make better choices and avoid common traps. Leading experts such as Ram Charan, Michael Mankins, and Thomas Davenport provide the insights and advice you need to: Make bold decisions that challenge the status quo Support your decisions with diverse data Evaluate risks and benefits with equal rigor Check for faulty cause-and-effect reasoning Test your decisions with experiments Foster and address constructive criticism Defeat indecisiveness with clear accountability

This collection of articles guides readers at all levels to understand the fundamental theories and practices of effective decision making in their professional and personal lives.

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,

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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.

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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

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Conversation Rules

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.

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Learn how to make better, faster decisions. As a manager you have to make decisions--from daily choices about team priorities to deciding 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 Decisions provides practical tips and advice to help you identify the problem, evaluate your alternatives, select the right path forward, and follow through successfully. You'll learn to: Look at the problem from different angles Overcome cognitive biases that can skew your choices Use data to inform your thinking Work through uncertainty and analysis paralysis Communicate your choice and spur your team into action Respond to and fix a bad decision

A well-crafted business plan generates enthusiasm for your idea and

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boosts your odds of success--whether you're proposing a new initiative within your organization or starting an entirely new company.

Creating Business Plans quickly walks you through the basics. You'll learn to: Present your idea clearly Develop sound financial plans

Project risks--and rewards Anticipate and address your audience's concerns Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series.

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- Assess your team and enhance its performance
- Network effectively to achieve business goals and for personal advancement
- Navigate relationships with employees, bosses, and peers
- Get support from above
- View the big picture in your decision making
- Balance your team 's work and personal life in a high-intensity workplace

This collection of articles includes " Becoming the Boss, " by Linda A. Hill; " Leading the Team You Inherit, " by Michael D. Watkins; " Saving Your Rookie Managers from Themselves, " by Carol A. Walker; " Managing the High-Intensity Workplace, " by Erin Reid and Lakshmi Ramarajan; " Harnessing the Science of Persuasion, " Robert B. Cialdini; " What Makes a Leader? " by Daniel Goleman; " The Authenticity Paradox, " by Herminia Ibarra; " Managing Your Boss, " by John J. Gabarro and John P. Kotter; " How Leaders Create and Use Networks, " by

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Herminia Ibarra and Mark Lee Hunter; “ Management Time: Who ’ s Got the Monkey? ” by William Oncken, Jr., and Donald L. Wass; and BONUS ARTICLE: “ How Managers Become Leaders, ” by Michael D. Watkins.

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