

# 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.

Harvard gets well over 9,000 MBA applications each applications season. Even with just two essays this year, that's still a lot for the adcom to review! If you're going to go for the Harvard dream, how do you have a chance? How do you stand out from the pack? Even more important: Do you know how to avoid the common errors that can quickly move an application to the "reject" pile? This SnarkStrategies Guide for HBS gives applicants to this ultra-competitive program a leg up in the application process, with extensive information about the brand-new short-form application for 2012-'13. Learn what Harvard is \*really\* asking with this year's new essay questions, and what to expect with that post-interview write-up that they've

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introduced. This guide has been completely revised for the new application – it's a third longer even though we're only discussing two essays! You'll find it full of strategies, tips, and tricks for how to think about this set of questions and create a strategy to present yourself in the strongest way possible.

"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 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

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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

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.

This catalog lists over 3,600 books-important business classics, up-to-date handbooks on principal management topics, recent titles of general interest to the business reader, & basic graduate textbook'-that Harvard Business School faculty, researchers, & students consider central to their work. Revised & updated annually, it includes the full bibliographic record for each book & features an appendix of publishers' addresses as well as indexes by title &

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author. Award winners are highlighted as well as new books added to this edition. Cut through complexity and get to better, more effective strategy. Extreme market volatility, pandemics, industry change, supply-chain disruption. The list of potential threats and strategic challenges seems to be growing exponentially. At the same time, the laborious processes used by many firms to develop a workable strategy often feel overly bureaucratic and behind the curve. There is no question that strategic decision-making has become more challenging and complex. In fact, many companies seem to have given up on strategy altogether. In *Better, Simpler Strategy*, Harvard Business School professor Felix Oberholzer-Gee provides executives with a simple tool to cut through technological complexity and market uncertainties. The Value Stick, developed by Oberholzer-Gee himself, is an extraordinarily powerful tool that helps executives decide where to focus their attention and how to deepen their firm's competitive advantage. How does the Value Stick work? It provides a way of measuring two fundamental forces that lead to value creation and capture—the customer's willingness to pay and the employee's willingness to sell their services to the firm. For example, increasing product quality increases a customer's willingness to pay. And firms can redesign work processes or conditions or integrate other benefits (besides income) to lower employees' willingness to sell their services to firms and still retain them. With many examples across industries (based on Harvard Business School case studies), Oberholzer-Gee shows these value dynamics in action and explains how looking at and adjusting these measures using one tool, the Value Stick, enables firms to gauge and improve their strategies and operations. Based on the author's successful strategy course, *Better, Simpler Strategy* will become every business strategist's must-have guide for making better strategic decisions and gaining

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competitive advantage.

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. 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

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challenges.

Set your company up for long-term success. Every company needs a strategy. A focused strategy aligns decision making throughout the organization and helps establish a competitive edge in the marketplace. But with so many options to consider, how do you define a unique strategy that will ensure growth? Whether you're starting a business from scratch or leading an existing company facing new threats, this book offers the direction you need. The HBR Guide to Setting Your Strategy provides practical tips and advice that break down the process of crafting strategy so you can identify the areas your company should build on to help it thrive long into the future. You'll learn to: Understand what strategy is—and what it isn't Define where you'll play and how you'll win Conduct more-effective strategic discussions with your team Test your strategy before you implement it Communicate your strategy to key stakeholders Ensure your strategy is flexible and adaptable 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 one book you need to navigate the complex decisions and critical relationships necessary to create and sustain a healthy family business--and

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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, tax returns, 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? This comprehensive handbook brings you sophisticated guidance and practical advice from family business experts Josh Baron and Rob Lachenauer. Based on their decades-long experience working closely with a wide range of family businesses around the world, the authors present proven methods and approaches. 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 address the myriad decisions facing your family business--including how to make good decisions together Step-by-step guidance to help you understand what type of family business you own, define success on your own terms, communicate effectively, manage conflict, prepare for changes within your business family, and transition to the next generation Key questions about wealth, unique to family businesses, that you can't afford not to ask yourself--and your family Exercises and assessments to help you determine where you

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are--and where you want to go Stories of real families and real companies, from Radio Flyer to Sierra Nevada Brewing Company The HBR Family Business Handbook addresses these issues and more. Keep this guide with you to help you build, grow, and sustain your family business--and your business family--for years, and generations, to come. 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.

Engineers must possess a range of business communication skills that enable them to effectively communicate the purpose and relevance of their idea, process, or technical design. This unique business communication text is packed with practical advice that will improve your ability to— Market ideas Write proposals Generate enthusiasm for research Deliver presentations Explain a design Organize a project team Coordinate meetings Create technical reports and specifications Focusing on the three critical communication needs of engineering professionals—speaking, writing, and listening—the book delineates critical communication strategies required in many group settings and work

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situations. It demonstrates how to integrate a marketing strategy into every facet of engineering communication, from presentations, visual aids, proposals, and technical reports to e-mail and phone calls. Using situational examples, the book also illustrates how to use computers, graphics, and other engineering tools to effectively communicate with other engineers and managers.

This edition is aimed at anyone considering a job search in finance or investment banking. It details the trends in finance, career opportunities and the recruitment process. Also included are profiles of leading investment banks, commercial banks and Fortune 500 companies that hire MBAs.

The Legal Career Guide is designed as a hands-on manual to assist law students or young lawyers in making important decisions by helping them identify specific goals and evaluate opportunities as they arise, reflect on changes in personal situations that affect their aspirations, and assess new trends within the profession that will impact their chosen practice. Find the right person to help supercharge your career. Whether you're eyeing a specific leadership role, hoping to advance your skills, or simply looking to broaden your professional network, you need to find someone who can help. Wait for a senior manager to come looking for you—and you'll probably be waiting forever. Instead, you need to find the mentoring that will help you achieve your goals. Managed correctly, mentoring is a powerful and efficient tool for moving up. The HBR Guide to Getting the Mentoring You Need will help you get it right. You'll learn how to:

- Find new ways to stand out in your organization
- Set clear and realistic

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development goals • Identify and build relationships with influential sponsors • Give back and bring value to mentors and senior advisers • Evaluate your progress in reaching your professional goals

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. 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.

Digital transformation is no longer news. It is a necessity. Sunil Gupta, head of the digital transformation practice at Harvard Business School, provides a framework for large

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organizations to think through where and how to begin their transformation. Traditional boundaries of industries no longer define competition; businesses have to deal with partners who are both friends and enemies; competitive advantage does not come from low-cost or product differentiation strategies; how companies create and capture value is dramatically changing. This book shows how to rethink the four fundamental pillars of business to reinvent business for this new world. Business leaders, Gupta argues, need to reexamine four fundamental aspects of their business to thrive in the digital era--their business strategy, their value chain, their customers, and their organization. The book addresses questions that arise as companies navigate through this transition and provides a road map for this transformation. Filled with rich case studies and deep analysis, it shows how established firms can mitigate the threat as well as leverage the opportunities in the digital era.

Profiles several well-known investment banks and companies, provides contact information of recruiters, and offers tips on the application process.

Negotiation-whether hammering out a great job offer, settling a dispute with a client, drafting a contract, or making trade-offs between business units-is both a necessary and challenging aspect of business life. In the business world, confident negotiators are always in high demand. Bringing a difficult negotiation to a successful conclusion can be one of the most exhilarating-and valuable-aspects of business today. Packed with practical advice and handy tools, Negotiation will help any manager sharpen skills and yield a sizable payoff. Contents include: Preparing the necessary information before a negotiation Managing multiparty negotiations Assessing the position of the opposing side Determining your sources of power and authority in a negotiation Recognizing the barriers to agreement and how to overcome

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them Plus, readers can access free interactive tools on the Harvard Business Essentials companion web site. Series Adviser: Michael Watkins Associate Professor Michael Watkins does research on negotiation and leadership. He is the coauthor of *Right From the Start: Taking Charge in a New Leadership Role* (HBS Press, 1999) and the author of *Taking Charge in Your New Leadership Role: A Workbook* (HBS Publishing, 2001), both of which examine how new leaders coming into senior management positions should spend their first six months on the job. Harvard Business Essentials The Reliable Source for Busy Managers The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Drawing on rich content from Harvard Business School Publishing and other sources, these concise guides are carefully crafted to provide a highly practical resource for readers with all levels of experience. To assure quality and accuracy, each volume is closely reviewed by a specialized content adviser from a world class business school. Whether you are a new manager interested in expanding your skills or an experienced executive looking for a personal resource, these solution-oriented books offer reliable answers at your fingertips.

The Harvard Business School Guide to Careers in Finance Harvard Business School Press

Designed as the go-to reference for managing a consulting business, *The Business of Consulting* is candid, practical, and eminently useful. Fine-tuned to address the changes in today's business environment, this vital resource outlines the basics for managing a consulting practice and shows how to: Develop a business plan Market

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your business Charge for your services Build a client relationship Grow the business Ensure your continued professional growth Make money in the profession

Harvard gets well over 9,000 MBA applications each applications season. Even with just a single essay this year, that's still a lot for the adcom to review! If you're going to go for the Harvard dream, how do you have a chance? How do you stand out from the pack? Even more important: Do you know how to avoid the common errors that can quickly move an application to the reject pile? This SnarkStrategies Guide for HBS gives applicants to this ultra-competitive program a leg up in the application process, with extensive information about the short-form application for 2014-'15. This guide has been fully revised and significantly expanded from the 2013 edition. Get a specific process to develop your material for Harvard's new single essay question, and learn what to expect with the Post-Interview Reflection. You'll find the most current strategies for how to think about the entirety of your MBA application to Harvard Business School. Let EssaySnark help you develop a pitch to Harvard that has a real chance of success.

**WITH NEW ANALYSIS OF HBS AND THE FINANCIAL CRISIS** When Philip Delves Broughton abandoned his career as a successful journalist and enrolled in Harvard Business School's prestigious MBA course, he joined 900 other would-be tycoons in a cauldron of capitalism. Two years of Excel shortcuts and five hundred of HBS's notorious business case studies lay ahead of him, but he couldn't have told you what OCRA was, other than a vegetable, or whether discount department stores make more

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money than airlines. He did, however, know that HBS's alumni appeared to be taking over the world. The US president, the president of the World Bank, the US treasury secretary, the CEOs of General Electric, Goldman Sachs and Proctor & Gamble - all were bringing HBS experience to the way they ran their banks, businesses and even countries. And with the prospect of economic enlightenment before him, he decided to see for himself exactly what they teach you at Harvard Business School. Philip Delves Broughton's hilarious and enlightening account of his experiences within Harvard Business School's hallowed walls provides an extraordinary glimpse into a world of case study conundrums, guest lectures, Apprentice-style tasks, booze lugging, burn-outs and high flyers. And with HBS alumni heading the very global governments, financial institutions and FTSE 500 companies whose reckless love of deregulation and debt got us into so much trouble, he discovers where HBS really adds value - and where it falls disturbingly short.

The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Books in the series serve as “mentor and guide” to help managers understand business fundamentals such as financial tools, teams, change, hiring, and communication. Drawing on rich content from Harvard Business School Publishing and other sources, these concise guides are carefully crafted to provide a highly practical resource for readers with all levels of experience, and will prove especially valuable for

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new and middle managers. Time Management discusses the various options for how to use your time effectively to achieve the best results both personally and organizationally. Topics include prioritizing tasks, scheduling, stress management, and work/life balance.

The New Manager's Guide and Mentor The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your fingertips. Decision making is a critical part of management, and bad choices can damage careers and the bottom line. This book offers the tools and advice managers need to avoid common biases and arrive at and implement decisions that are both sound and ethical.

This book provides a list of more than 3,600 of the most important books in business studies. It serves as an acquisition tool for libraries who do not have a full time business librarian, featuring full bibliographic records for each book Harvard Business Essentials are comprehensive, solution-oriented paperbacks for business readers of all levels of experience. Managing through change and crisis is difficult in any business environment, let alone one as turbulent as managers face today. This timely guide offers authoritative advice on how to

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recognize the need for organizational change, communicate the vision, prepare for structural change such as M&A, and address emotional responses to downsizing. With tools for managing stress levels and advice on gathering and sharing information during a transition, *Managing Change and Transition* is an indispensable guide for managers at any level of the organization.

*Following the Road Map to Your Next Job* As fast as the business world is changing, so is the search for the right job. Forces such as the changing nature of the employee/employer contract, globalization, consolidation, the quest for worklife balance, an ever-changing workplace, and lack of job security mean more managers are looking for new jobs more often. Yet developing and managing an effective job search can present a daunting task for the most experienced managers. Whether searching for a new job or just considering a change, *The Harvard Business School Guide to Finding Your Next Job* offers a road map for job search planning and execution. Written by Bob Gardella, Assistant Director of Alumni Career Services at Harvard Business School, the guide covers all the key elements of the job search process—from creating a resume to dealing with the emotional side of job loss, from using references effectively to staying motivated, and from using various search strategies to negotiating job offers. Practical direction is given for allocating time effectively

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and focusing on job search activities that are more likely to be successful. Concise and comprehensive, The Harvard Business School Guide to Finding Your Next Job puts the vast job search literature in perspective for experienced managers and first-time job seekers.

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

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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

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

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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 guide.

Decision making is a critical part of management, and bad choices can damage careers and the bottom line. This book offers the tools and advice managers need to avoid common biases and arrive at and implement decisions that are both sound and ethical. The Harvard Business Essentials series provides comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your fingertips.

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