Learner's Guide

Harvard ManageMentor®Spark®

Updated November 2021

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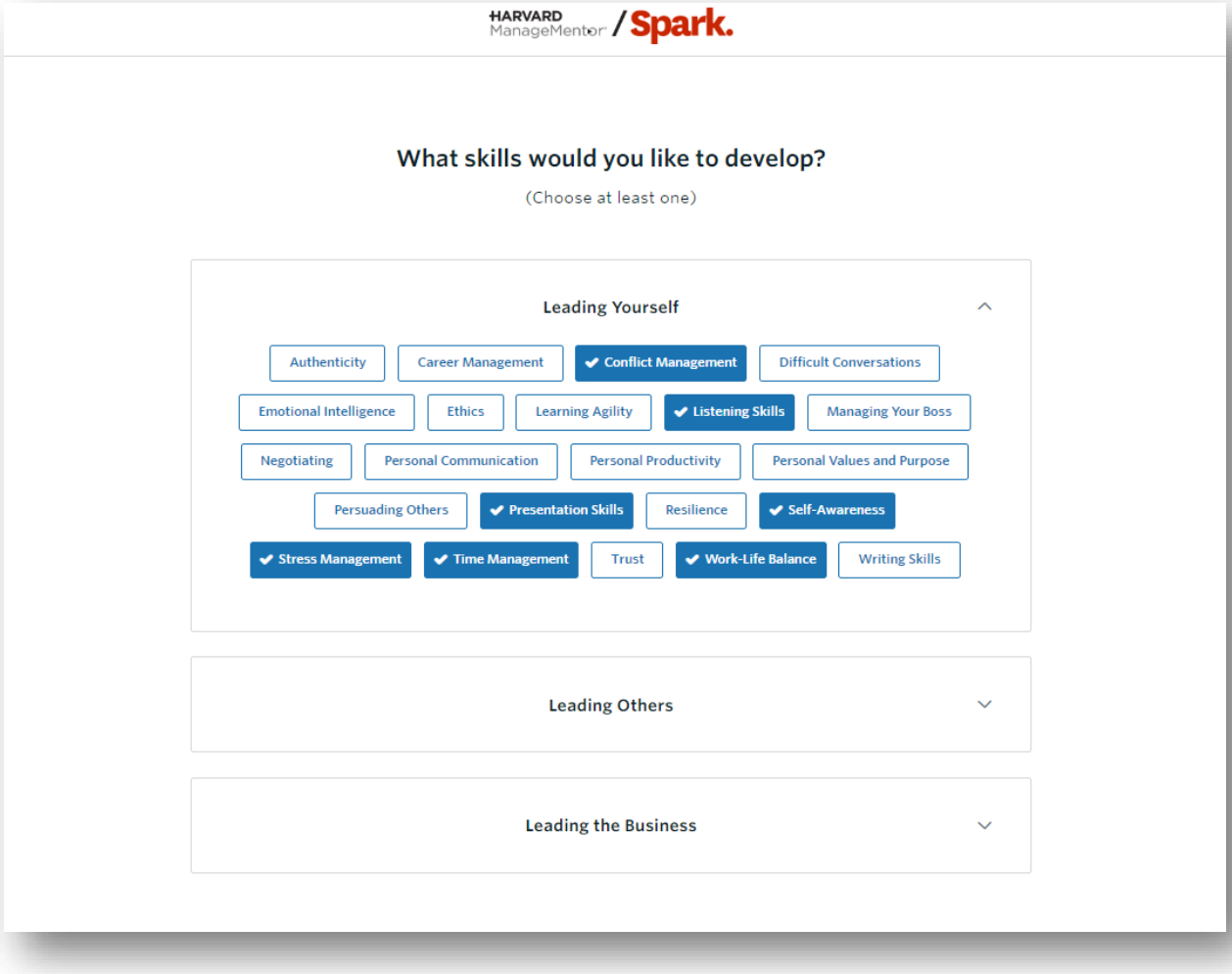
Welcome to Harvard ManageMentor® (HMM) Spark®

Harvard ManageMentor® (HMM) Spark® is the premier personalized learning experience for leadership and management development. With HMM Spark, you can easily find trusted content from experts at Harvard Business Publishing - whenever you need it.

Getting Started in Spark

Skill Selection

When entering HMM Spark for the first time, you are prompted to choose skills that you are interested in developing. You may choose skills from three categories: Leading Yourself, Leading Others, and Leading the Business.



These skill selections influence the content HMM Spark suggests on your **Home** page.

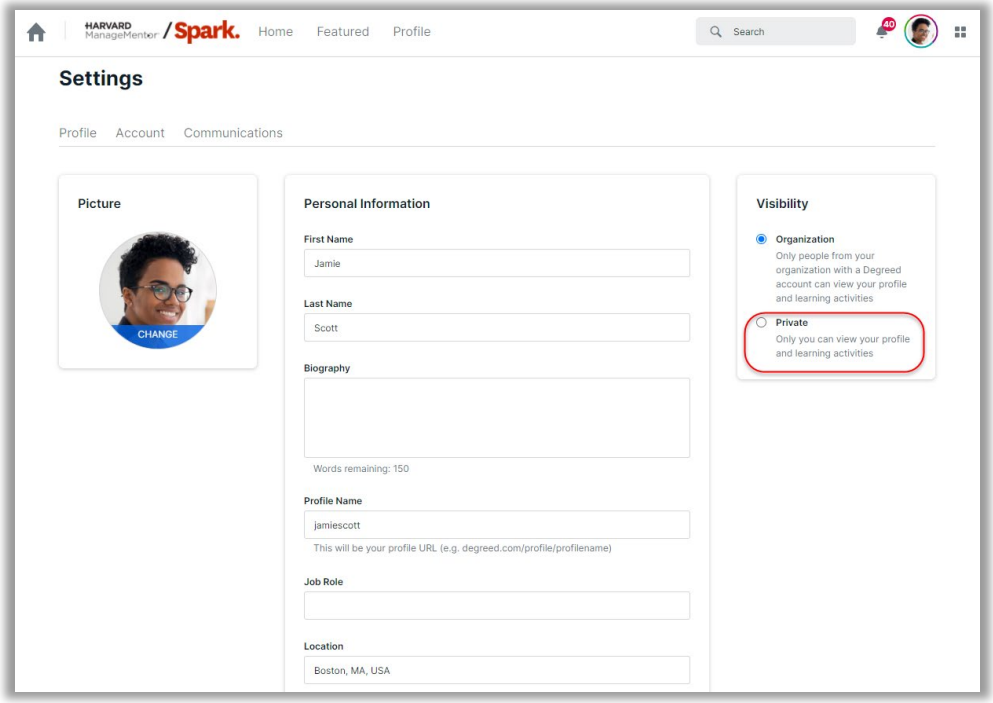
Profile Set Up

When you enter HMM Spark, you can adjust several settings in your learner Profile depending on your preferences and needs.

Privacy Settings

You enter HMM Spark with a profile that is visible to all other learners within your organization.

You can adjust your profiles' privacy on the **Profile** tab on the **Settings** page. To access the **Settings** page, you can click the "Settings" button at the upper right of the **Profile** page or go to the avatar at the top right corner and click "Profile Settings" in the dropdown menu.



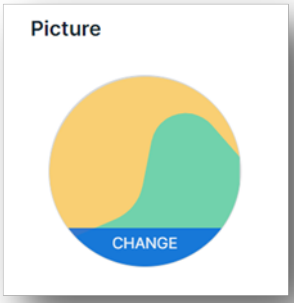
Once on the **Profile** tab of the **Settings** page, you can go to the "Visibility" section and change your privacy settings from the default, "Organization" to "Private." When you have changed your profile setting to "Private," your profile data is not visible to others in the organization, and only you can view your profile and learning activities.

If you set your profile to private, you will not be discoverable in the search, but other colleagues in your organization can share or assign content to you via the share button.

You set the privacy level of your own profile and you can always change your settings from your profile **Settings** page.

Profile Picture

You can add your picture or an avatar to your HMM Spark profile. To do this, from the **Profile** page, click "Settings" at the top right to arrive at the **Settings** page. Click on "Change" in the circle icon with initials to upload an image. Images can also be dragged and dropped. There is a 5MB limit for images.



You can also update your name, location, job role, and Bio from this tab.

Preferred Content Language

Changing the preferred content drop-down will not impact the site experience unless your organization has purchased the Spark Languages Pack. The language pack for Spark includes thousands of translated content items as well as translated pathways. This optional paid add-on includes thousands of assets across the following languages:

- Spanish
- Japanese
- Chinese
- Portuguese
- French
- German
- Arabic

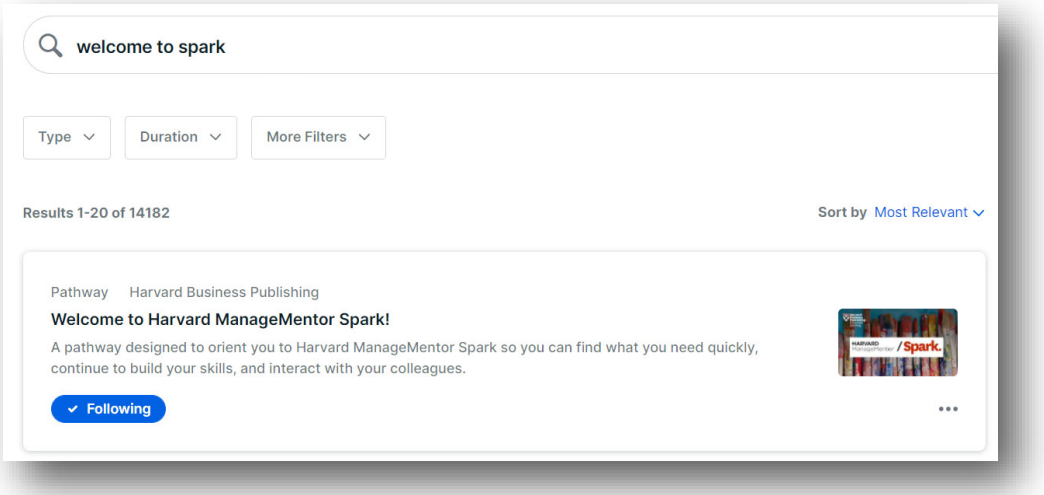
Additional content types include HBR Digital and Magazine Articles, Case Studies, Videos with Translated Captions, and even translated Spark Courses and Pathways. Harvard Business Publishing is also committing as part of this add on to add additional translated assets across the included languages each quarter to ensure that you are getting the most recent translated content for your learners.

This add on will not be available to all Spark users but can be enabled at the organization level for an additional cost. Please reach out to your organization's admins to see if you have this add-on enabled.

Learner Orientation

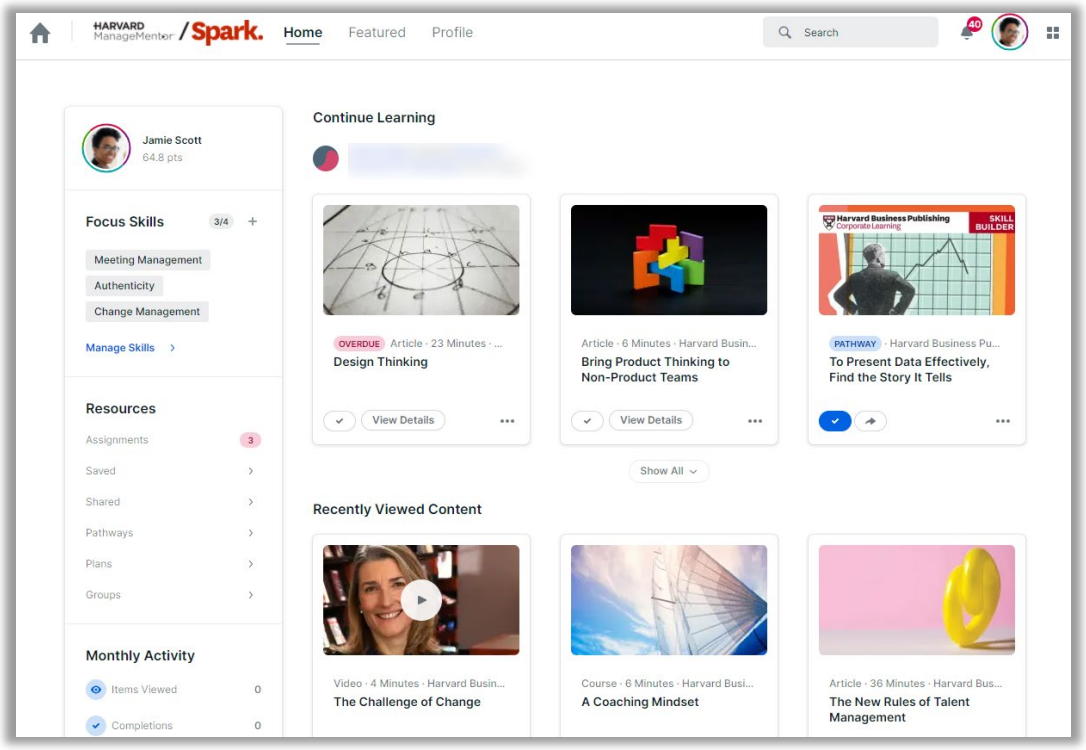
You can access a "Welcome to HMM Spark" pathway in HMM Spark. This pathway will help you understand how to navigate HMM Spark so you can get the most out of this experience.

You can access this pathway by searching “Welcome to Spark” in the search bar:



Understanding the Home Page

The HMM Spark **Home** page displays articles, videos, lessons, cases, and tips chosen for you.



HMM Spark curates the Harvard Business Publishing content on the **Home page** so you can quickly access what you should work on next, return to previously started learning, and discover new resources.

Personalization

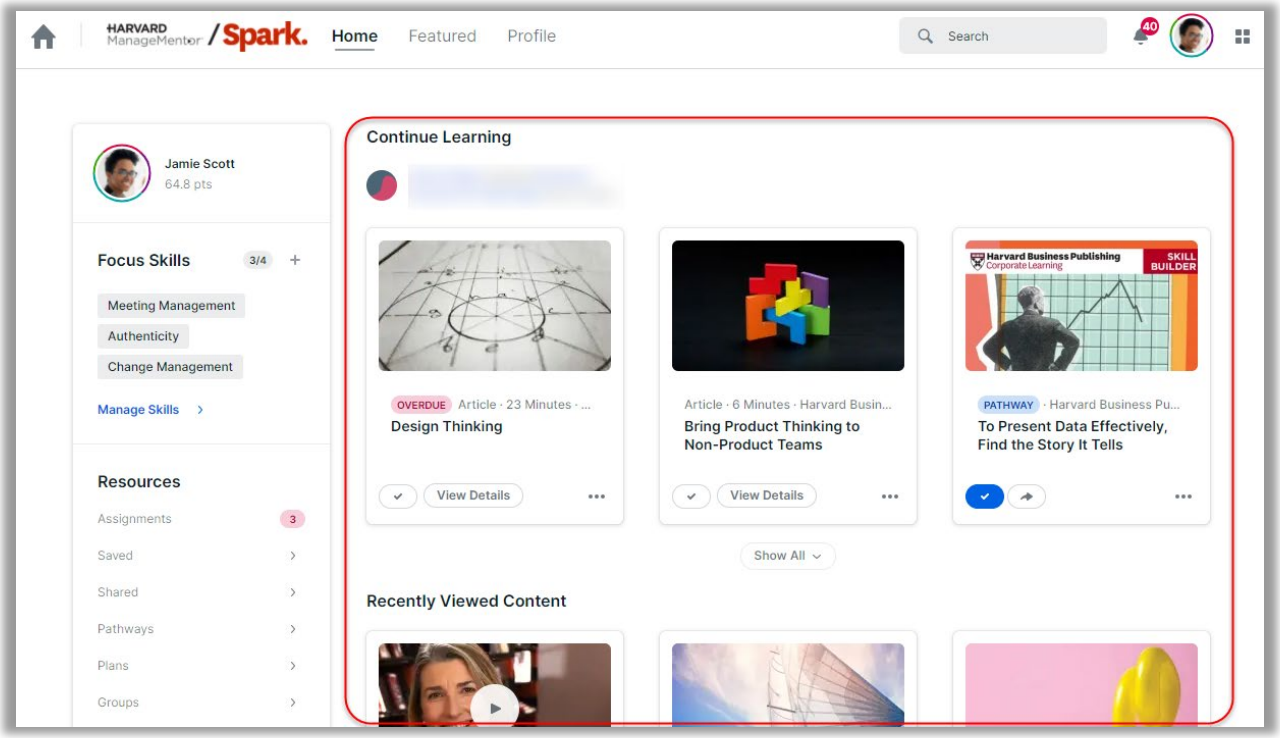
Upon first login, you will find that your feed contains content that matches the skills they selected during the onboarding process. As learners interact more with HMM Spark, content displayed in the feed will become more personalized based on the content the learner has interacted with and the skills they have chosen to focus on.

Learners can take different actions to change your **Home** page. For example, you can:

- **Edit the list of skills** you'd like to develop or add new ones from the **Skills** tab on your **Profile** page.
- **Choose four Focus Skills** from the navigation panel on your **Home** page, or from the **Skills** tab on your **Profile** page.
- **Dismiss content items** to remove them from your **Home** page.
- **Follow other learners and join Groups** to get content recommendations based on your connections.

Learning Feed

The Learning Feed contains all of the content recommendations for you, and it is broken into a number of categories so you can easily understand why each piece of content is being recommended to you, and which pieces of content align to which skills and learning goals.

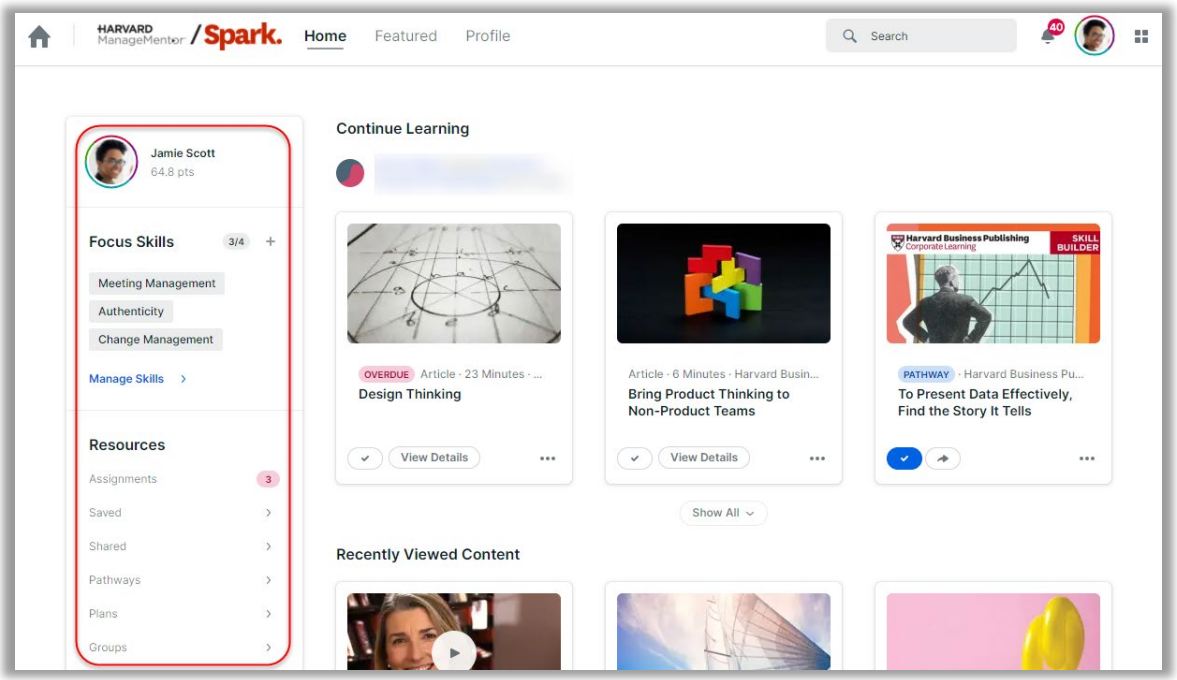


You will encounter several different categories of content on your **Home** page including:

- **Continue Learning**: A combination of assignments, pathways, and plans containing content you have started, saved for later, items that others in their organization have shared with you, etc.
- **Recently Viewed Content**: Content you have recently accessed.
- **Focus Skills**: Skills that you want to actively develop and improve.
- **Additional Skills**: Skill based content recommendations based on Skills selected in your Profile.
- **Recent Activity (People you Follow)**: Content items that have been recently accessed by people you follow.
- **Recent Activity (Your Groups)**: Content items that have been recently accessed by people in your Groups.
- **Trending Within (Your Company)**: Content items popular among the learners in your organization.
- **People to Follow (Based on your Skills)**: Recommendations to follow people with the same or similar Skills.
- **Skills to Explore**: Content recommendations for skills that have not yet been added to your profile.
- **New Content**: The latest content released by Harvard Business Publishing.

Navigation Panel

The **Navigation Panel** provides you with a quick way to access various resources, and an at-a-glance view of some important information.



The **Navigation Panel** contains several essential resources, including:

- **Learner Points:** Appearing next to the profile picture is the total number of points you have gained. This number increases every time you complete content within HMM Spark. Learner Points will be phased out over time in favor of Skill Signals, a new way to track your learning in Spark.
- **Focus Skills:** Skills that you have indicated that you want to actively develop and improve. These can be added right from the **Navigation Panel** if you have not already added them by clicking the plus sign, or from the **Skills** tab of the **Profile** page.
- **Resources**: Links to resources found in your **Profile** page, including Assignments, Shared and Saved content, Pathways, and Groups.
- **Monthly Activity:** Overview of your monthly activity, in terms of items viewed, completions, and points earned. Also includes a link to access the Activity tab of the Profile Page. Monthly activity is based on a rolling 30-day period.
- **Your Organization's Links:** Links that have been added to the Home page for all learners in your Organization.

Finding the Right Content

Content Types

HMM Spark contains the highest quality content from Harvard Business Publishing across a range of formats, including:

- **Articles**:
    - Thousands of **Harvard Business Review (HBR) magazine articles**, with new articles added about 24 hours after a new issue is published
    - All **HBR digital articles**, added to HMM Spark daily
    - **Tips**: Short, actionable advice on leadership and management
    - **Case Studies:** Short, fictionalized versions of Harvard Business School cases, called Harvard Business Review cases, based on real-life events
- **Quizzes and Self Tests:** Short practice activities for learners which cover a variety of skill areas. By completing these quizzes and self-tests, learners know where they stand and can chart a course for skill development.
- **Videos:** Short videos produced by Harvard Business Publishing across different genres.
- **Pathways:** Curated collections of learning content focused on specific skills.
    - **Skill Builders**: Collections of multimedia content curated by Harvard Business Publishing to develop specific abilities. All Skill Builders feature a Harvard Business Publishing branded image to distinguish them from other curated pathways.
    - **Editor's Picks:** Curated collection of content by Harvard Business Publishing meant to deepen awareness of a specific topic and surface top resources within HMM Spark about the topic. These are more comprehensive than Skill Builders and require a longer time commitment. Like Skill Builders, all Editor's Picks feature a Harvard Business Publishing branded image to distinguish them from other pathways.
    - **Collections:** Curated collections of content addressing certain themes, from Harvard Business Review's "Big Idea" series to issues of Harvard Business Review Magazine.

- **HMM Spark Courses:** Course-like learning experiences based on content from Harvard ManageMentor's 42 essential topics in leadership and management.
- **Podcasts:** Over a thousand podcast episodes from shows like *Women at Work, Race at Work, IdeaCast, DearHBR, ColdCall,* and more.
- **Plans:** Dynamic landing pages which enable more robust, cohesive learning experiences that go beyond the linear learning experiences found within asset pathways.
    - Plans enable the following Spark elements to be curated in swim lanes on one page (any order, any number):
        - Link
        - Text Area
        - Skills to Follow
        - Individual Content Items
        - Pathways
        - Groups to Join
        - People to Follow
        - Other Plans

Featured Page

The **Featured** page in HMM Spark replaces the previously available Browse page. Feedback from users found that the Browse page was not a true Browse experience and having a page to highlight featured content in a more dynamic and flexible way would be much more beneficial to users.

The Featured page matches the look and feel of a Plan in Spark, with distinct swim lanes to feature content. The default Featured page showcases the ***Discover Content from Harvard Business Publishing Plan*** which is the central landing page through which learners will be able to access content, pathways, and plans curated by Harvard Business Publishing. We created this Plan to make it easier for learners and curators to understand the content available to them in Spark.

Some highlights include:

- New Pathways: This content will be updated regularly as new pathways are added to Spark.
- This Month's Focus: Our current month's focus is on Diversity, Equity, and Inclusion so you can easily jump to all our pathways on this topic as well as some featured resources our editors have selected. This section will be updated monthly to highlight critical and timely topics.
- Dig Into Collection by Theme: Curious about our pathway collections on topics like digital intelligence or team management? This section has been expanded to reflect all our pathway collections and will be updated on a continual basis.
- Browse by Type: We've added some new content types to this section including Christine vs. Work videos, Big Idea series, and HBR Assessments.
- The Latest from the Newsstand: Check out this section for the latest Harvard Business Review magazines and special editions.

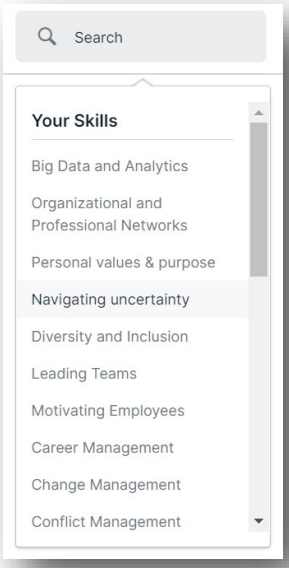
This page can be changed by admins to feature a different plan if your organization so desires, so your Featured page may not include the ***Discover Content from Harvard Business Publishing*** plan. If your featured page was set to a different plan, you can still access the ***Discover Content from Harvard Business Publishing*** plan by searching for it in Spark.

Search and Filter

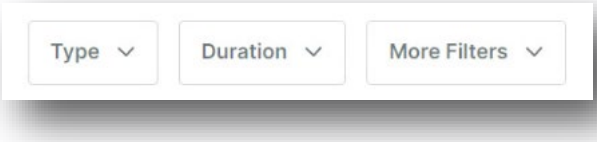
You can search for items from any page in HMM Spark by entering a term in the search box at the top right of the page.

Search results display content, groups, and people that contain the search term in your title, description, tags, or other associated metadata. HMM Spark, prioritizes search results based on relevance to the search term entered, as well as your profile.

You can also quickly search for content related to your defined skills. You can click on the search box to reveal a list of your targeted skills and select the desired area of interest.

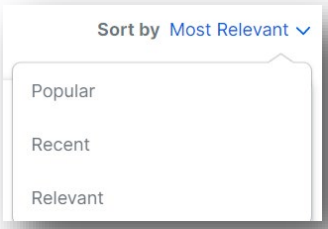


Filters allow you to narrow the search in different ways, including by Content Type, Duration, and Date Published. These filters make it easy for you to find the right content quickly.



When you choose the Article content type, you will be able to use an additional filter within **More Filters** to choose the specific article format. This includes HBR articles, HBR Case studies, and Tips.

You can also sort search results by Most Popular, Recent, or Relevant to view the results in the way that you prefer.



When you perform a search, browser-based spell-check is available. You can right click on a misspelled word to see your browser's spelling suggestions and automatically insert the correct spelling.

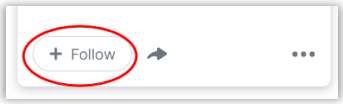
Plans

Plans are dynamic landing pages which create cohesive learning experiences around specific skills and topics that go beyond the linear learning experiences found within pathways. Plans surface relevant materials for you, so you can easily access all the content around your interests and skills in Spark.

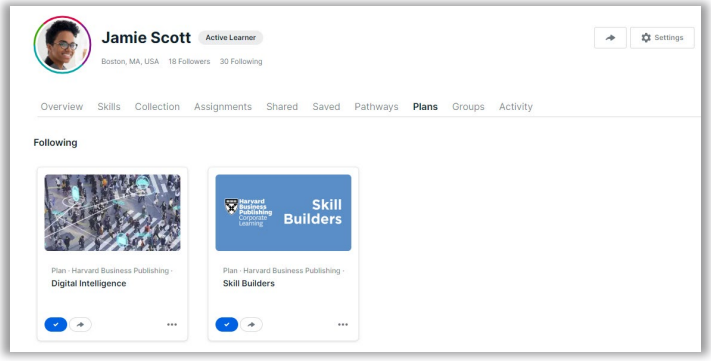
You can create plans for yourself and collaborators, though only certain roles in your organization will be able to make their plans visible to the organization.

The main page where all the plans curated by Harvard Business Publishing can be found is the Featured page if your organization is using the default Featured plan, ***Discover Content from Harvard Business Publishing.*** If your organization is not using the default Featured page, the Discover Content from Harvard Business Publishing plan will still be accessible for learners and can be found through search. Find more about this plan in the **Featured Page** section of this guide.

If learners are interested in a plan, they can click the "+ Follow" button at the bottom left of the plan's tile to follow it.



Learners can see plans they are currently following on the **Plans** tab of their **Profile** page or by clicking the Plans link in the Navigation Panel on the **Home** page.



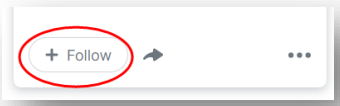
Pathways

Pathways are curated collections of learning content focused on specific skills. Pathways help you get up to speed quickly or sharpen existing expertise in an area.

You can create pathways for yourself and as many collaborators as you want but publishing that pathway is a permission set by your organization.

You can find pathways on your Home page, through the sections and Plans on Featured page, and through Search using the Pathways filter.

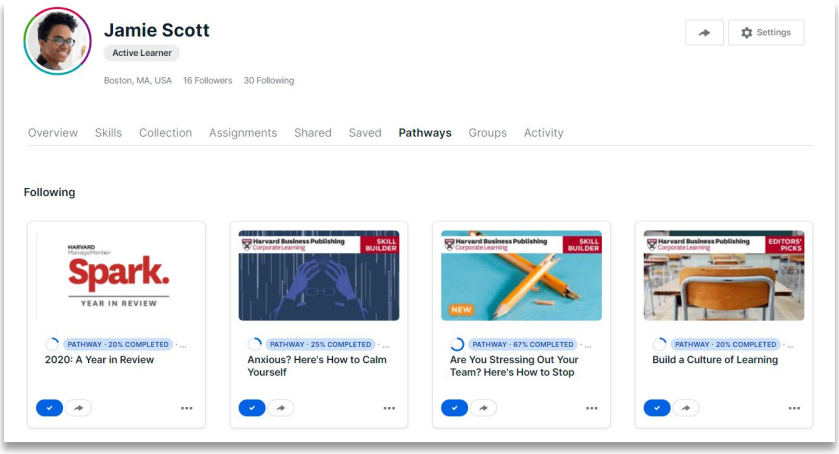
If learners are interested in a pathway, they can click the "**+** Follow" button at the bottom left of the pathway's tile to follow it.



To complete a pathway, you must complete each item in that pathway, besides those that are marked as **Optional**. You can indicate when an item is complete by clicking "Mark Complete" next to each item in the pathway. You also have the option to mark items complete outside of the pathway whenever you complete them (e.g., on the article itself or on your Home page).

If you mark an item that item is included in multiple pathways as "Completed," the item will be marked as completed in every pathway that includes it. If a pathway contains **Task** items, which are application or reflection activities created by the pathway author, they behave like content in your collections (collections of content personally completed exist in your **Profile** page).

You can see pathways you are currently following on the **Pathways** tab of your **Profile** page or by clicking the Pathways link in the Navigation Panel on the **Home** page. Followed pathways' tiles have a blue status bar at the top indicating progress everywhere they appear.



Individual Content Actions

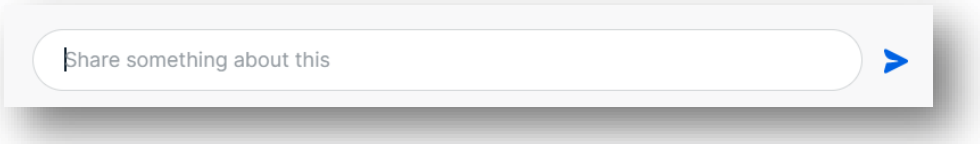
When you click a "Mark Complete" button, the content item is added to your **Collection**, which is found on your **Profile** page. When you add items to your collection, you can create tags that reference related skills.

Harvard Business Publishing has already tagged content for use in search. Tags created by you cannot be seen by others.

When you complete an item that matches the skills for a group that you belong to, the item shows up in the **Group Activity** feed for that group.

You can use the button on a content tile to "Mark Complete" or click the bookmark icon to "Save For Later." After you mark an item complete, you have the option to give it a thumbs up (like).

You can leave comments on content while viewing it in tile format by clicking on the three dots on the bottom right of a content tile and selecting "More Details". This will expand the content tile and allow you to type your comments where it says, "Share something about this". You can then press the blue arrow button to share the comments.



Your comments will be seen by other users in your organization unless you have set your profile to "Private". Comments can also be added right on the content page (article, video, etc.) itself or on a content tile within a Group feed.

Depending on your permission level within your organization, you can also share an item using the grey arrow icon on a tile, or by clicking on the three dots in the bottom right of a tile and selecting the "Share" option from the dropdown if the content item does not have an arrow icon.

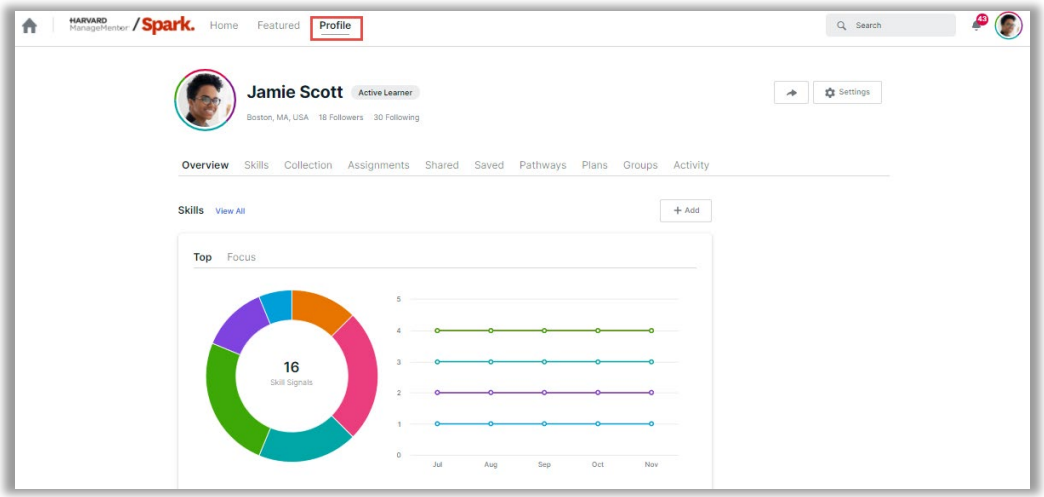
In addition to the options that appear on the content tiles, you can select any of the following actions from the **...** (three-dot) menu at the right side of each content tile:

- **Share:** As stated above, depending on permissions, you can share with or assign an item to colleagues.
- **Add to Pathway**: Adds the content to a pathway, visible in authoring mode in the "Hold for Later" tab of the modal that pops up when adding content to a pathway.
- **Set Goal**: Enables you to set a due date for saved content.
- **Report a Problem:** Sends a message to the Harvard Business Publishing team.
- **More Details:** Expands the view of the content tile, brings the content summary forward, and allows you to comment on the content.
- **Dismiss**: Hides the content from your Home page, only available on this page.

For pathways and plans, you will also be given the option to **Clone**, which allows you to create a custom version of an existing pathway or plan. When you select **Clone**, a window will appear to create the cloned pathway or plan, and you can edit information as necessary. For more information on creating pathways, refer to the **Create Pathways** section of this document. For more information on creating plans, refer to the **Create Plans** section of this document.

Understanding the Profile Page

You can track your learning on your **Profile** page, accessible via the **Profile** menu item or by clicking "Your Profile" in the menu below the avatar in the upper right. Depending on your privacy settings, colleagues within your organization may also be able to view your HMM Spark profile, except for your skill ratings.



Profile Tabs

Each **Profile** page contains tabs to help you track your learning. You can use the Profile tabs to access your content items, assignments, interactions, and more.

- ***Overview:*** Where you and visitors to your profile go to understand your overall expertise based on the skills and learning you have completed in Spark.
- ***Skills:*** Where you update your skills and request manager ratings for specific skills.
- ***Collection:*** A list of all learning items you have marked complete in HMM Spark.
- ***Assignments:*** All content currently assigned to you, organized by due date.
- ***Shared:*** All content that has been shared within the groups you are a part of, as well as any content that has been shared directly with you.
- ***Saved:*** All content that you have saved.
- ***Pathways:*** A list of all pathways you are following or authoring, including completed pathways.
- ***Groups:*** All groups you have created or joined. You can add new groups or navigate to your groups from this page.
- ***Activity:*** Graphs and charts featuring insights into your learning in the last month, quarter, or year by items added, point value, or content viewed.

Profile Overview

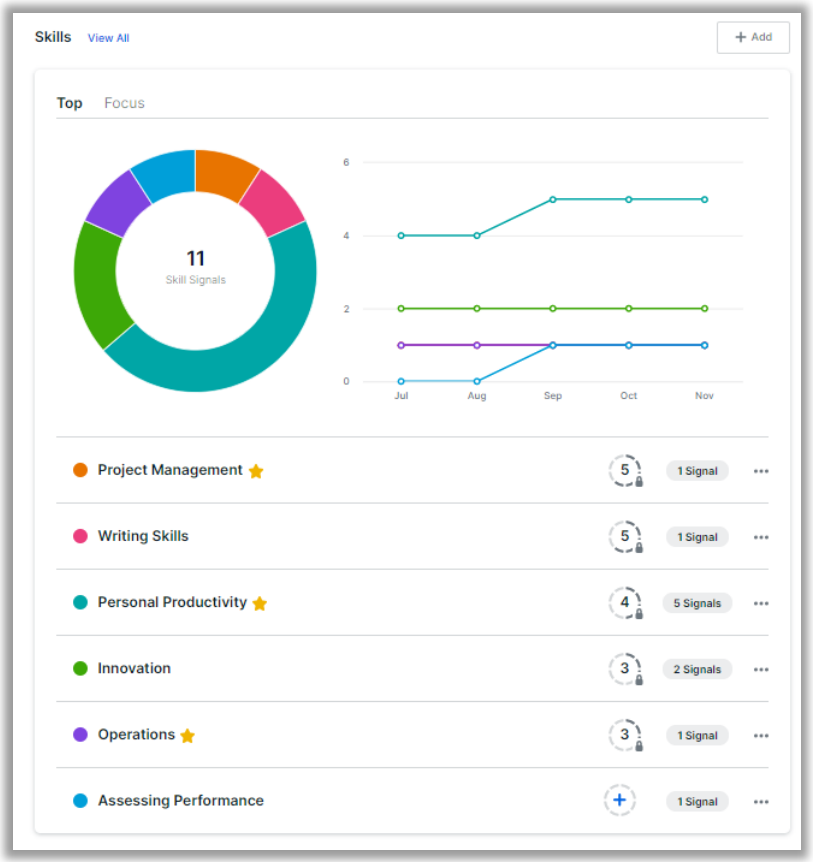
The Profile Overview tab gives you an entirely new view into your Skills and expertise in Spark. The Profile Overview tab provides you and visitors to your profile a place to understand your expertise, including Skill Ratings and learning. It provides a comprehensive look all the learning and data that you have added to Spark.

The Overview tab encourages you to build more robust profiles, engage with Skills and Skill Ratings, and complete content across Spark, as you will see more meaningful representations of all your Spark activity now reflected on your profile.

This tab is separated into two sections, **Skills** and **Learning.**

The **Skills** section includes a Skill Chart, an interactive, visual representation of your **Skill Signals** over time. Skill Signals represent all skill related activity that you have completed in Spark. For example, if you have completed a skill rating and completed a content item tagged with the same skill, you will have two skill signals for that skill.

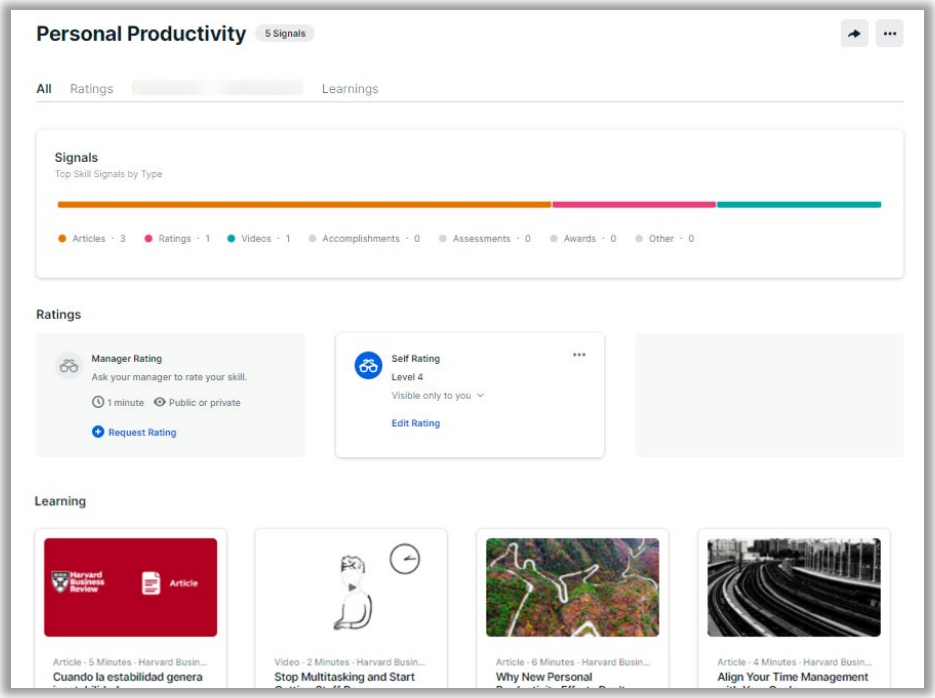
By default, the number of Skill Signals for your top six skills display in the Skill Chart, with those skills listed in the Skills Table. Clicking **Focus** will show the number of Skill Signals specific to your selected Focus Skills.



The **Learning** section of the Overview tab contains all the skill associated learning content that you have completed in Spark.

Skill Signals Page

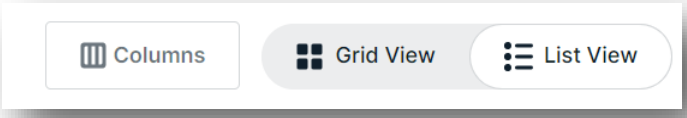
When you click any of the skills listed on your Profile Overview tab, a new **Skill Signals page** opens with details about your skill related activities that make up that skill's Skill Signals. Skill Signals represent all skill-related activities that you complete in Spark.



Skills Tab

The **Skills** tab on your **Profile** page shows two skill categories, **Focus Skills** and **Additional Skills**. From this page, you can view and make any necessary updates to your list of skills. These skill selections influence the content HMM Spark suggests on your **Home** page.

You can view these skills in either list or grid view, depending on preference.



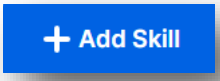
Within list view, by clicking on “Columns” you can choose whether to display the **Self Rating** , **Manager Rating, Total Ratings,** and **Skill Signals** within the list.

In both views, you can use the **Rating Type** filter to display skills based on which have received Self Ratings or Manager Ratings. You can also search for specific Skills using the search bar.

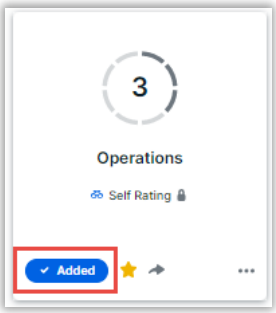
You can find content related to your skills by clicking the three dots on a skill tile and selecting “Find Content”, and it will automatically bring you to the search results for content related to that skill.

Updating Skills

You can update your skills at any time by accessing the **Skills** tab on your **Profile** page. Near the top right of the **Skills** tab, you can click “+ Add Skill” to add a new skill or topic:



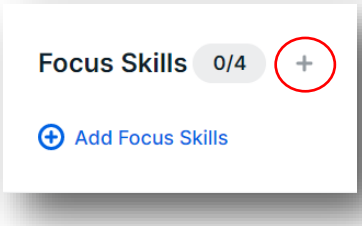
You can also delete skills you are no longer interested in developing here. You can click on “Added” in the bottom left of a skill tile to remove the skill from your profile.



Focus Skills

Focus Skills are the skills within Spark that you most want to actively develop and improve. You can choose up to four Focus Skills, and once these are selected, content recommendations specific to those skills display on your **Home** page.

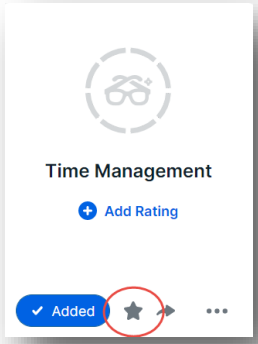
Focus Skills can be added on your **Home** page by clicking on the plus sign next to **Focus Skills** to select skills within a drop-down menu on the same page.



From the **Home** page, you can also click on “Add Focus Skills” and you will be redirected to the **Skills** tab on the **Profile** page. If you already have four Focus Skills selected, instead of “Add Focus Skills”, you will see “Manage Skills” on the **Home** page. You can also navigate to your Skills by clicking **Profile** at the top, and then choosing the **Skills** tab.

The **Skills** tab on the **Profile** page shows two skill categories, **Focus Skills** and **Additional Skills**. You can view these skills in either list or grid view, depending on your preference. Focus skills are indicated by a yellow star, either on the skill tile, or next to the skill name within the list view.

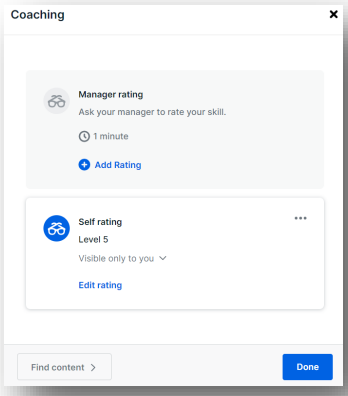
In Grid view, clicking on the grey star on a Skill tile within the Additional Skills section will add it to your focus skills. You can remove Focus Skills by clicking the yellow star on a skill tile within the Focus Skills section, this will place it back within the Additional Skills list.



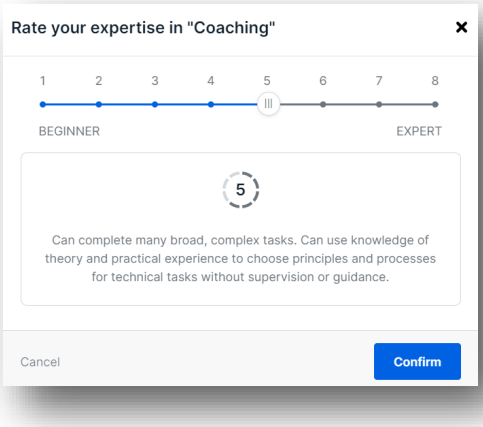
In List view, you can add a skill to your focus skills by clicking on the three dots on the skill you want to change to a focus skill. A drop down will appear, allowing you to “Add Focus Skill”.

Rating Skills

You can rate your skills from the skills tab of your profile page. When you click to “Add a Rating” you are prompted to give a self-rating or request a rating from your manager.

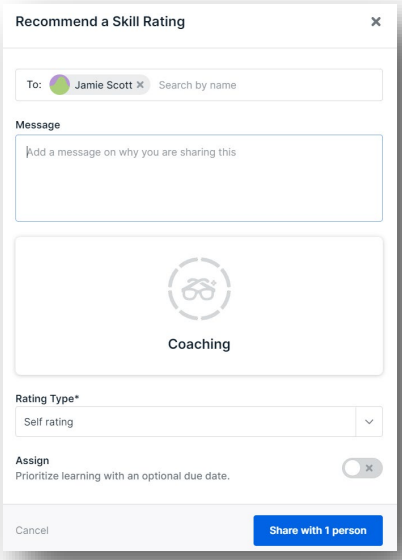


You can rate yourself from 1 (Beginner) to 8 (Expert). You can read through brief descriptions of what level of mastery is associated with each skill level to help you rate yourself accurately.



When you want to request a manager rating, you will be prompted to select your current manager using a search bar. This is an open field, so you can elect to have someone other than a direct manager rate your skills.

If you want another learner to complete a Skill Rating, you can recommend that they rate a Skill, depending on your permissions within your organization. Optionally, you can also assign a Skill rating for completion. To do so, you can click the arrow on a skill tile in Grid view or click the three dots next to a skill in list view and select “Share Skill”.



You can then enter the one or more names of people you want to rate the skill with a personalized message and toggle the Assign switch if you want to assign for completion (this feature is also dependent on your permission level). To send the recommendation you can click “Share with people” button.

Collection Tab

The Collection tab is a list of all learning items you have marked complete in HMM Spark. This tab can be accessed from the **Profile** page or under resources in the **Navigation Panel** on the **Home Page.**

You can filter your collection by content type, to see a list of all items of any specific content type you have completed. You can also search your collection to find a specific topic area or piece of content.

Assignments Tab

From the **Home** page Navigation Panel or from your **Profile** page, you can click into the **Assignments** tab. If you have no required or assigned learning, you will see a zero displayed next to the Assignments link under Resources on the **Home** page.

The Assignments tab has three sections:

- **Overdue and Due Soon** Assignments that are past due or will be due very soon.
- **Incomplete** All assignments that have yet to be completed.
- **Completed** All previously completed assignments.

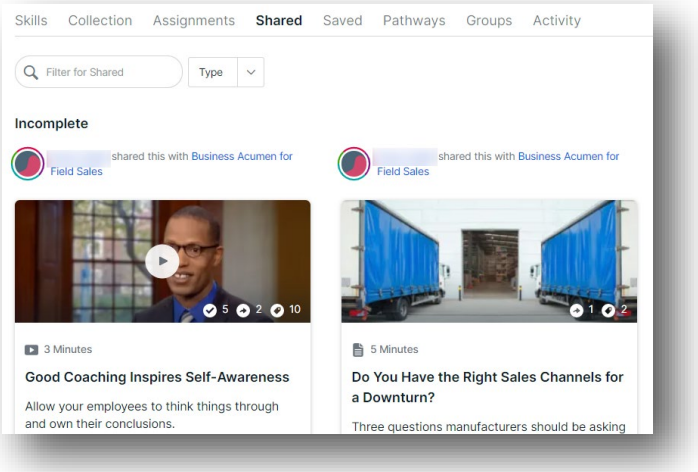
You can filter within the Assignments tab to search for specific assignments.

Shared and Saved Content Tabs

From the Home page Navigation Panel within your Profile page, you can access the **Shared** and **Saved** tabs.

The **Shared** tab contains all content that has been shared within the groups you are a part of, as well as any content that has been shared directly with you. This content is organized by completion status, showing all incomplete content first.

Above each piece of content, you will be able to see who shared it, and if applicable, which group it was shared with. You can search within your **Shared** tab to find specific items within your shared content.



The **Saved** tab contains all content that you have saved for later HMM Spark. To remove a content item from this page, you can just click the X on a content tile, and it will be removed.

Pathways Tab

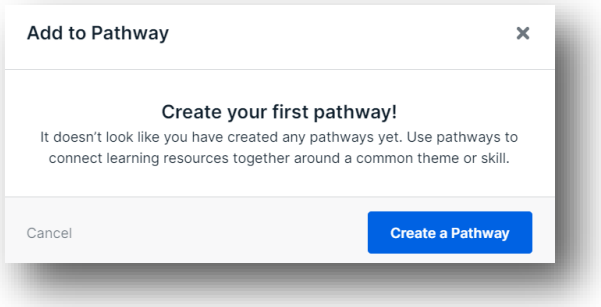
The **Pathways** tab contains all Pathways that you are following or authoring, including those that you have completed.

Create Pathways

You can author new pathways from the **Pathways** tab on the **Profile** page, whether to share with other learners, depending on company permissions, or just to organize content for your own use.

You can create a new pathway by clicking "+ Create Pathway" under the Authoring section of the **Pathways** tab.

New pathways can also be created by choosing "Add to Pathway" in the three-dot menu for any content tile and then selecting "Create a Pathway". If you already have pathways you've created, you will need to choose the "Create a Pathway" option from a drop-down menu of your existing pathways.



When creating a pathway, you will be prompted to fill out some important information about the pathway:

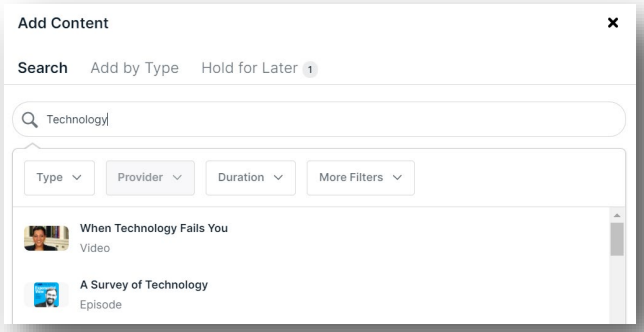
- **Pathway Name:** What you want to title the pathway.
- **Description**: A brief description of what the pathway is about.
- **Image:** A picture from your organization or another image suitable for the pathway.
- **Hide Estimated Pathway Duration (Checkbox):** If checked, pathways will not display estimated duration for the pathway, sections, or lessons.
- **Skills:** You can choose which skill tags apply to your pathway. These tags are identifiable to the user search when other learners are looking for specific assets on the platform.
- **Pathway Collaborators**: You can add other collaborators on a pathway so they can edit and add content to the pathway as well.
- **Allow Collaborators to Publish (Checkbox):** Users with the needed level of permission can view or edit if checked.

Once all the relevant information is provided, you can click "Save Pathway", and you will be brought to a new screen where you can begin adding content. You can edit these settings anytime once you've created a pathway by clicking the gear icon within your pathway and selecting "Settings".

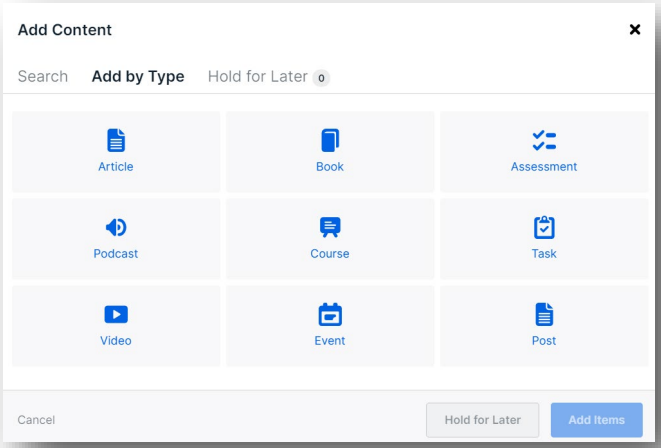
Add Content to a Pathway

To add content to a pathway from this authoring page, click "+Add Content". You then have a few options of how to add content to your pathway.

1. You can use the Search tab to find the content you want to add from within HMM Spark. This search can be filtered by type, provider, duration, and date published.



2. You can also use the **Add by Type** tab, to add additional content beyond the HMM catalog.



There are nine different types of content you can add on this tab:

- **Article:** Link any online article from your pathway. Generally, the provider and Title will be auto filled, unless the content is gated in some way or if it is a link to a file.
- **Book:** Search for a book title and add some suggested or required reading to your pathway.
- **Assessment**: Link to an assessment from your pathway.
- **Podcast:** Link to a specific podcast, or search within the HMM Spark podcast catalog to add podcasts to your pathway.
- **Course:** Link to a course, whether from HMM Spark, or an external source.
- **Task:** Create your own task to add to your pathway.
- **Video:** Link to a video from your pathway, from YouTube or any other video provider.
- **Event**: Add details about an event into your pathway, including relevant information such as event link, description, etc.
- **Post:** Create your own post and add to your pathway.

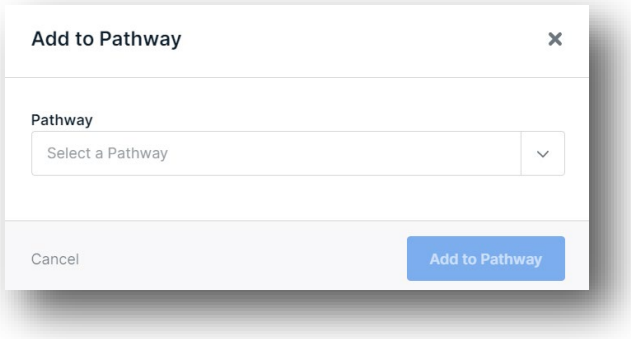
3. You can add any content that you have added to **Hold for Later** tab to your pathway.

   If you find any content that you don't want to add yet or need to hold for later for any other reasons, you can click "Hold for Later" on the bottom right. All content items you have selected will be added to your Hold for Later tab when you click "Hold for Later". Any content you remove from your pathways will also be added to Hold for Later.

   You can go back into this tab anytime and select content from this collection to add to a pathway.

After selecting one content item with any of the above methods, you can add it immediately by clicking "Add Items". You can also add additional items by going back to the search, add by type, or hold for later tabs and choosing additional content to add all at once.

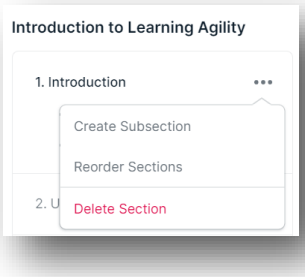
You can also add content to a pathway from the Home, Featured, or Search pages, by choosing "Add to Pathway" in the three-dot menu on a content tile. You will then have the option to choose a pathway to add content to, and where you want it within the pathway. You can also choose to hold the content for later.



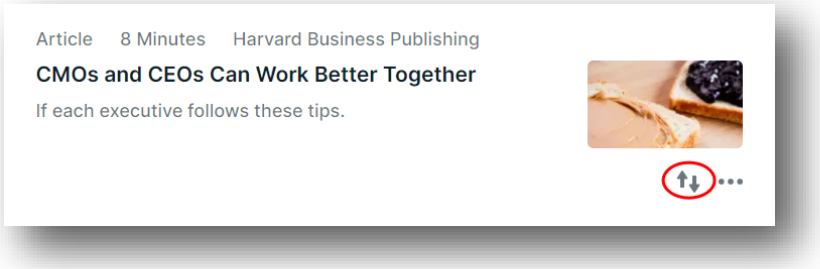
Building and Editing Pathways

You can create sections for your pathways using the "+Create Section" button. This allows you to organize content the way you want. To add additional sections, you can click "Add Section". Each section can be given its own title and description.

You can also add subsections within a section by clicking the three dots next to the section title on the left-hand side, you will also be able to reorder or delete sections from this menu.



Content can be added to each section or subsection by clicking “Add Content” within the given section. Content can also be reordered within a section by clicking the up-and-down arrows icon on a content item.



Using the three-dot menu on a content item, once it’s been added to the pathway, you can choose:

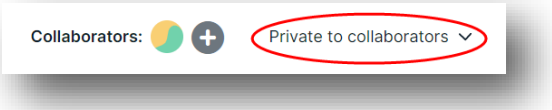
- **Move To:** Content can be moved into a different section by clicking on the three dots on a content item and selecting “Move To…” and then selecting the relevant section or subsection where the content should be moved. Content can also be moved to Hold to Later from here.
- **Mark as Optional:** Allows you to mark a piece of content as optional within the pathway. When a content item is marked as optional, it is not required that you mark it complete for full completion of the pathway.
- **Edit Details:** Allows you to edit the title, description, and image for a content item. These changes will only appear on that pathway and won’t have an impact on how the content appears elsewhere in HMM Spark.
- **Add Author Note:** Allows you to add a note about a specific content item within the pathway, which will appear as an icon next to the content item.

All changes to made to a pathway are automatically saved for you. Once the pathway is complete, you can click “Done Editing”.

Setting Pathway Visibility

Once you have created a pathway, you can adjust the visibility settings for a pathway to make the pathway visible to specific groups, make it visible on your profile, or make it visible to your organization. Your permission to change pathway visibility will be dependent on your permission level within your organization. You will most likely be restricted to private pathways or sharing them with specific groups.

To edit pathway visibility, first click “Edit Pathway” and then where it says your current pathway visibility next to the list of collaborators, click on the visibility status and a window will appear where the visibility can be adjusted.

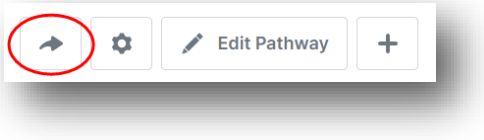


You will be given the option to choose between several visibility settings, including:

- **My Profile (Private)**: Only you can view the Pathway.
- **My Profile (Visible)**: You can invite others in your organization to view the pathway using the Copy Invite Link box that appears when you select this option.
- **Visible to Specific Groups**: Only learners in specific groups can view the Pathway.
- **Visible to Organization**: Everyone in your organization can view the Pathway. If you choose to target specific Groups, the Pathway will be displayed more prominently to them.

The availability of the visibility settings above depend on your permissions within your organization, you may not have access to make your pathways visible to others.

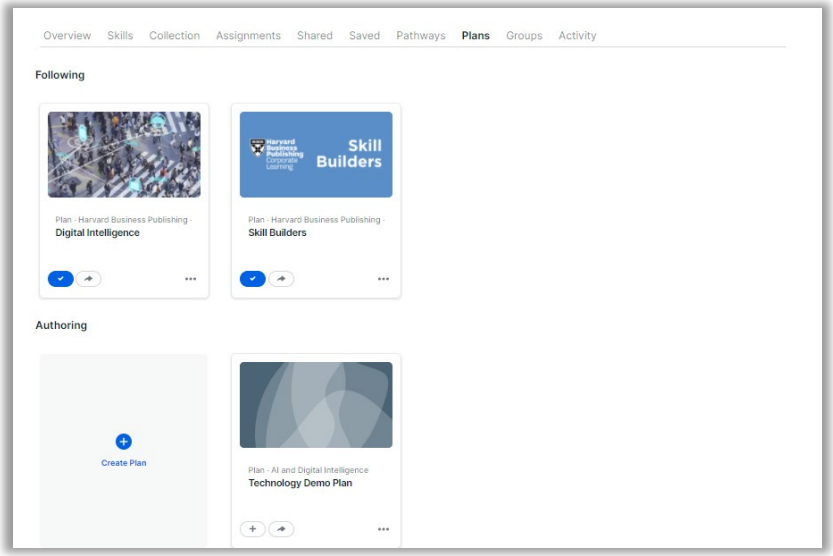
Depending on your permissions within Spark, you may also be able to share the pathway. Once you have completed editing and clicked “Done Editing”, you can click the arrow to share with others. To share the pathway, it must be set to visible within pathway settings.



When you click the arrow, you can share or assign to one or more people or groups, depending on permissions.

Plans Tab

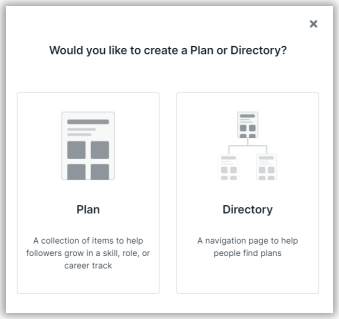
This tab lists all the plans that you have followed as well as any plans that you have authored. Plans are dynamic landing pages which create cohesive learning experiences around specific skills and topics that go beyond the linear learning experiences found within pathways. Plans surface relevant materials for you, so you’re able to easily access all the content around your interests and skills in Spark.



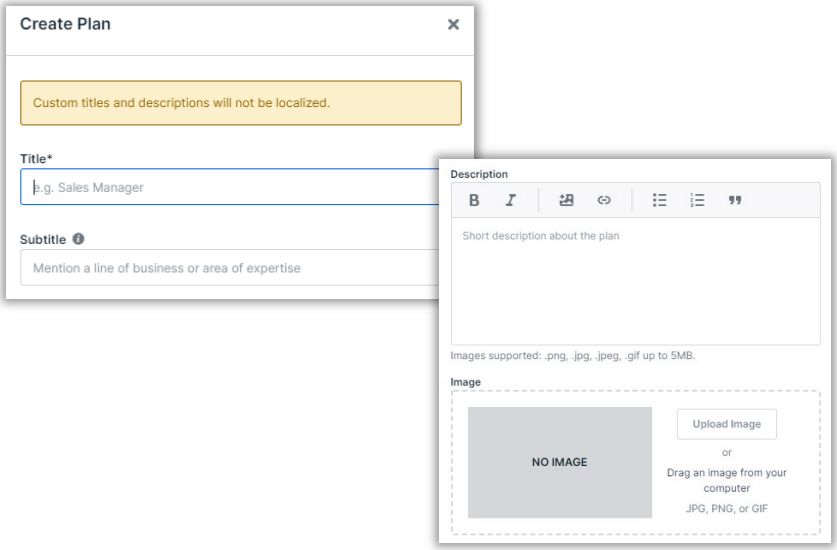
Create Plans

You can create plans from the **Plans** tab of the **Profile** page. Navigate to that page to get started in creating your own plan using the following steps:

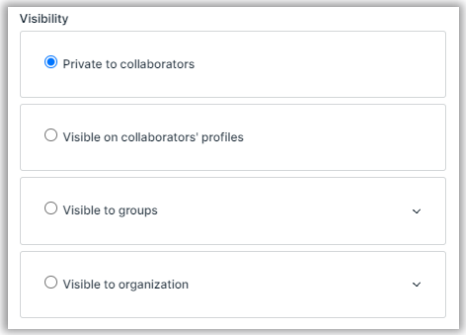
1. On the **Plans** tab of your **Profile** page, scroll down to the authoring section and click “Create Plan” to open the dialog box.



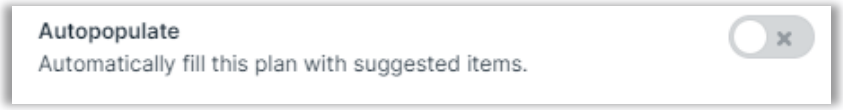
2. Click **Plan** to create a **Plan** for your organization.
3. Fill in the **Plan** information (e.g., Title, Subtitle, Description, Image).



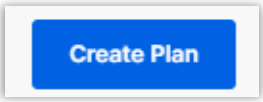
4. Choose a **Visibility** setting for your plan. You can change this later.



5. Optionally, check the **Automatically fill this plan with suggested items.** checkbox to see Harvard ManageMentor Spark's suggested content, people, and skills. You can choose to keep or discard these suggestions when you create the plan.



6. Click the **Create plan** button to create and begin editing the plan.

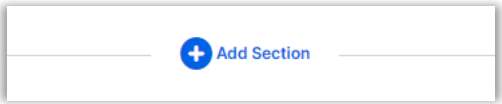


Edit Plans

Once you create a plan it will have several default sections including:

- Skills
- Pathways
- Content
- Groups
- People

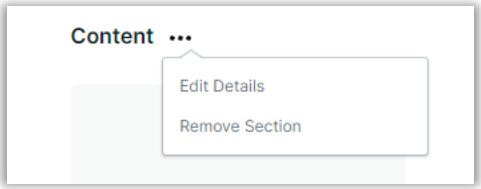
You can click **Add section** at the top or bottom of the plan to add new sections of any type.



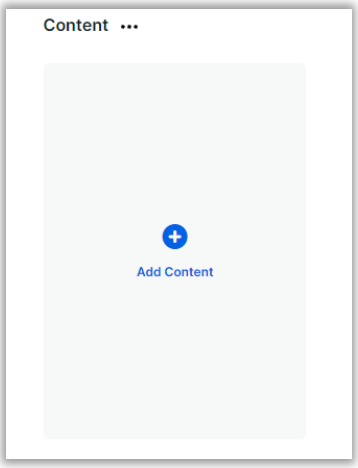
The additional sections beyond the default sections include:

- ***Link*** – where curators can add a link out to another page or external resource
- ***Text Area*** – narrative text sections that you can add to give context or instruction to learners
- ***Plans and Directories*** – specific sections for plans and directories
- ***Combined Resources*** – sections that can contain a mix of different content types

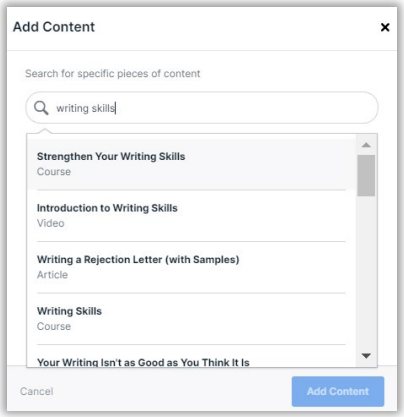
You can also remove the default sections or edit the title of a given section from the three dots menu after that section's name.



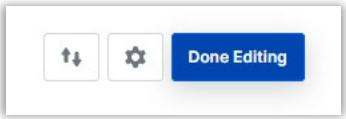
Use the **Add** tiles on the left of each section to add content to that section.



You can then search for content by title, topic, or other relevant characteristics within the modal that appears. Harvard ManageMentor Spark will suggest the ten most relevant results, which you can choose from to add content to your plan.



Once you're done adding sections and content, you can click "Done Editing" in the top right of the plan and share with others if you have the appropriate level of permission to do so.



Using Properties

If you would like to highlight a characteristic that varies among **Plans**, such as whether the plan is for managers or independent contractors, or which employee or office it was made by, you can click **Add Properties** at the top of the plan to add characteristics.

Each **Property** must have a name (which you enter in the **Property** field) and a **Value**. You can enter any **Property** you want. Learners viewing the plan see both the name and the value for each property.

Set Plan Visibility

Once you have created a plan, you can adjust the visibility settings for a plan to make the plan visible to specific groups, make it visible on your profile, or make it visible to your organization.

If you want to adjust plan visibility, first you need to click "Edit Plan" to begin editing the plan. Next, you will need to click the gear icon to open the settings modal and scroll down to the Visibility section.

You will be given the option to choose between several visibility settings, including:

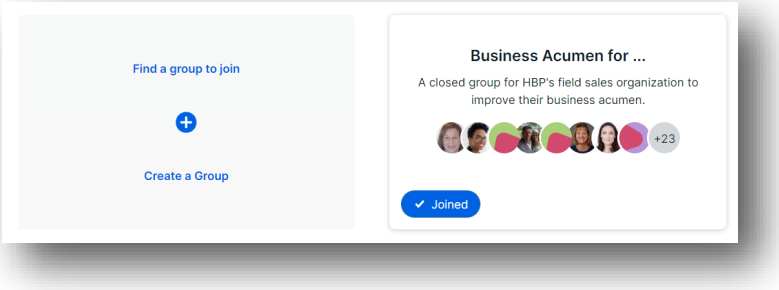
- **Private to Collaborators:** Only the learner(s) who created the plan can view it.
- **Visible on Collaborators' profiles:** The plan will be visible on the profiles of those who created it.
- **Visible to Specific Groups**: Only learners in specific groups can view the plan.
- **Visible to Organization**: Everyone in the organization can view the plan. If learner chooses to target specific Groups, the plan will be displayed more prominently to them.

The availability of the visibility settings above depends on your permissions within the organization. If you have the appropriate permissions within Spark, you may also be able to share the plan. Once you have completed editing the plan and clicked "Done Editing", you can click the arrow to share with others. To share the plan, it must be set to visible within plan settings.

When you click the arrow, you can share to one or more people or groups, depending on your permissions within your organization. You will be prompted to enter learner or group names, along with a message.

Groups Tab

This tab lists all the Groups that you have joined and allows you to join additional groups. This page can also be accessed from the Groups link under Resources on the **Home** page.

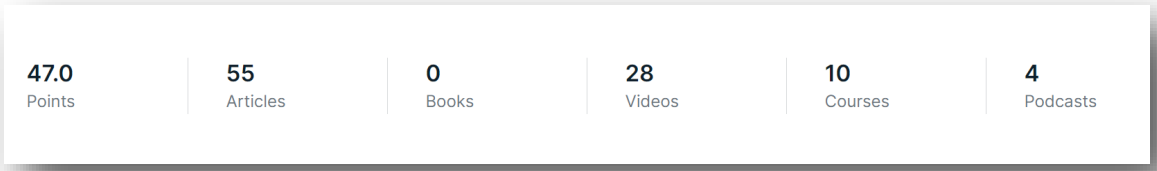


More information about **Groups** can be found in the **Joining Groups** section of this document

Activity Tab

You can see personal analytics about your individual learning on the **Activity** tab of your **Profile** page.

There are some high-level insights at the top of the page, showing your total points as well as your completions by content type.

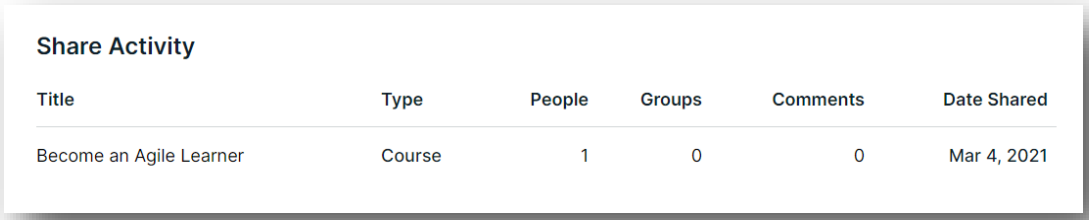


There is also a **Learning Summary** within the activity page, which is a graph showing all your completed content items. This can be filtered by specific time period, or by content type. The report also allows you to show the activity either by total items completed or by total points earned.

There are two additional sections that you may see on the **Activity** tab, **Popular Skills** and **Share Activity**. These will appear on the **Activity** tab, depending on how active the you have been in Spark, and if you have shared content with others or in groups.

The **Popular Skills** section shows the tags that appear most often on your completed content, by points earned on content with the tag. Some of these will be the content type tag, some will be specific skills, and some may be broader skill categories (Leading the Business, Leading Yourself, etc.). Not all of these "skills" align with skills you select in the onboarding process.

The **Share Activity** section shows all content that you have shared with other learners and groups, the content type, number of comments, and date shared. This section will only appear if you are able to share content with others. More information on sharing content can be found in the **Share and Assign** section of this document.



Points

From the **Activity** tab within your profile, you can get an overview of your total points earned, and you can see how many points you have earned over time from which content types with your learning summary.

The HMM Spark point system normalizes and summarizes your learning history. The science behind the point system was informed by experts Larry Rosenberger and David Wiley, PhD. Rosenberger is the

former CEO of FICO who was responsible for the science of the FICO credit score, while Wiley is a global leader in instructional design and education.

According to the HMM Spark point system, every content item has a point value based on the amount of time required to complete it. One point is equal to roughly one hour of learning, weighted by several factors, including difficulty of the material.

The total number of points appearing in your profile increases every time you complete content within HMM Spark.

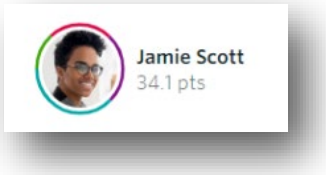
Points are in the process of being phased out in favor of Skill Signals. Skill Signals will track all activities associated with HMM Spark skills to allow you to better track your learning progress on your selected skills.

Active Learner Status

The Active Learner status is the first step in introducing a reputation system and recognizes you for consistent engagement in your HMM Spark community.

To achieve the Active Learner status, you must:

- Have completed at least 5 items.
- Have shared at least 1 item.
- Follow at least 3 skills.
- Have logged in within the past 30 days.



When you achieve Active Learner status, your profile will have a colorful ring around your avatar wherever you appear in HMM Spark. In addition, the status “Active Learner” will be labeled in your profile and you will receive an in-app notification.

Connecting with other Learners

HMM Spark includes many opportunities to share skills with others and to learn from others’ skills. This section covers a few of the most important ways to share learning.

Joining Groups

You can create private groups, join open groups, get invited to groups, or request access to closed groups. You can visit pages for groups by clicking on the Groups link in the Navigation Panel on the **Home** page, on the **Groups** tab on the **Profile** page, or by finding groups through search.

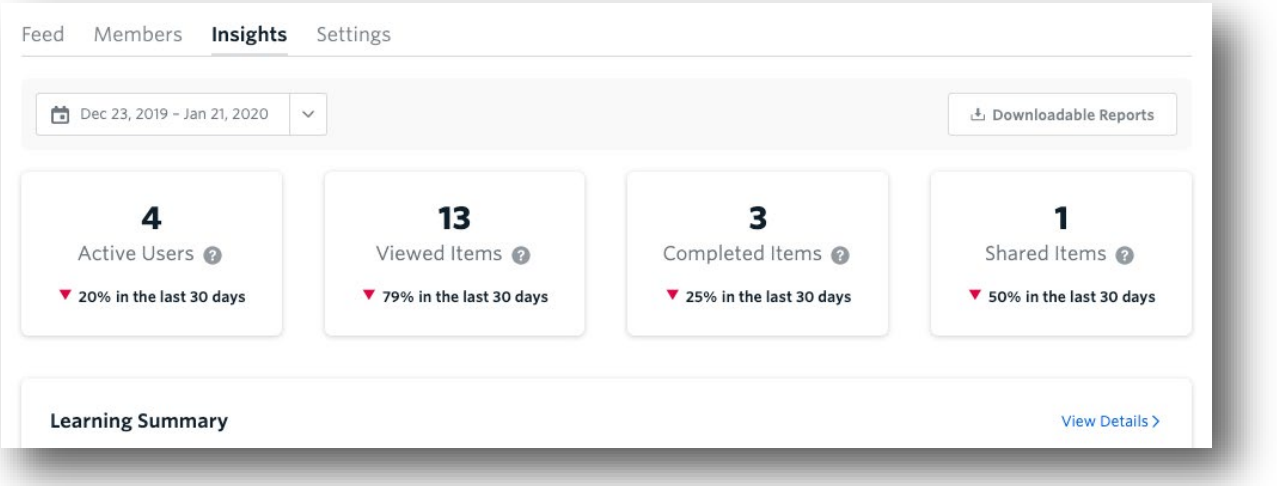
When creating a group, you are given the option tag the group with verbatim HMM Spark skills listed in the onboarding. When content with at least one of the same tags is completed by a group member, that content will appear at the top of the group’s feed. Groups can be created without skill tags as well.

For groups without these tags, no content will flow into the group feed automatically when completed by a member of the group.

Your ability to create groups depends on your permissions within your organization, but most learners should be able to create a private group.

Creating a group allows you to:

- Share content to all members of the group at once.
- Assign pathways to a group.
- Make custom pathways visible only to that group.
- View **Insights** on the group's aggregated learning.



Share and Assign

Anyone with adequate permission in your organization can recommend an individual learning item or a pathway to a group or an individual. Your ability to share content is dependent on your permission level within your organization.

When you share a learning item or pathway with an individual:

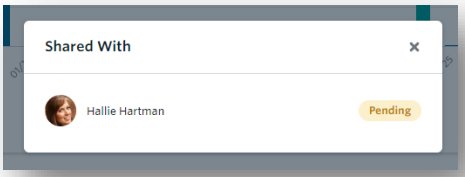
- The recipient sees an in-app notification.
- The item appears in recipients' **Shared** tab on their **Profile** page of HMM Spark.
- Recipients may receive an email notification, depending on their email preferences.

When you share a learning item or pathway with a group:

- Every group member sees an in-app notification.
- The item appears in group members' **Shared** tab on their **Profile** page of HMM Spark.
- Group members may receive an email notification, depending on their email preferences.
- The recommendation appears in the **Group Activity Feed** for the group.

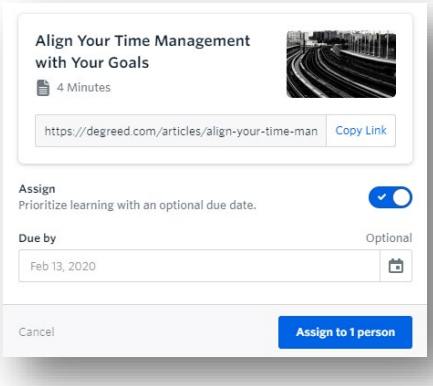
You can see your own sharing activity (both skills and content, depending on permissions) and whether the colleagues you shared with have completed it on the **Activity** tab of your own **Profile.**

By clicking on the number in the **People** column, you will see details on whom you shared the item with and whether they have completed it or if it is still pending:



HMM Spark also allows you to assign learning to others with the Share button, depending on your permission level within your organization.

In the **Share** details window, you can slide the "Assign**"** toggle to assign content and set a due date, triggering the same notifications as **Shared** content. If you do not want to add a date, you can click in the "Due by" field and use the "Clear" button to remove the default due date. You can also choose a different date and add a note on why you are assigning this learning.

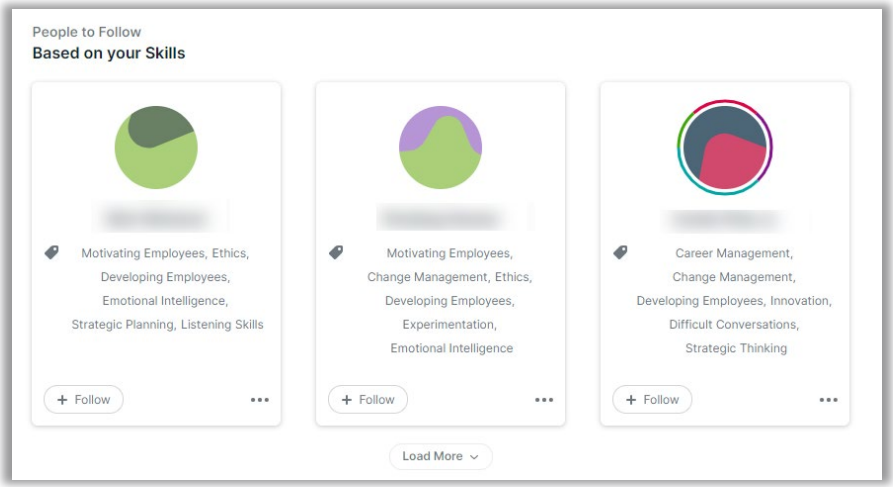


Assigned learning goes into the **Assignments** tab on the **Profile** page. Assigned content in this tab will show who it was assigned by, assigned to (individual learner or group), and the due date (if applicable).

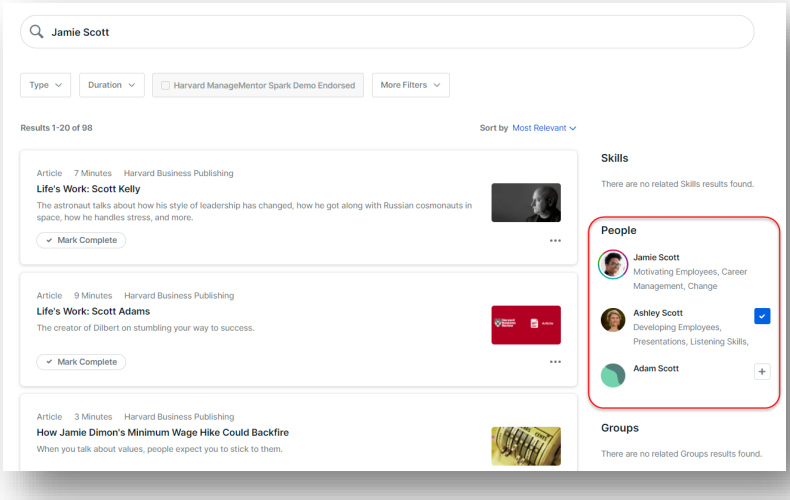
Follow Experts & Other Colleagues

A great way to find interesting content is to follow experts and trusted colleagues at your organization.

To find other people to follow, you can scroll down your Home Page to the “People to Follow Based on Your Skills” section, which will suggest colleagues with relevant skills and expertise.



You can also search for someone by topic or by name. When searching by name, search results are prioritized based on the closest match of the name. When searching by topic, search results are prioritized based on relevance to the term. When using search to look for people to follow, all People results will appear in the righthand column of the search results.



Click the “+ Follow” button while on the **Home** page, or the “+” within search results to follow a colleague.

When you follow someone, that person receives a notification in HMM Spark that includes your name. The person being followed may also get an email containing the same information, depending on their email preferences. Items completed by a person that you follow may appear in your Daily Digest Email depending on your notification settings.

You can see a list of the people you follow and all the people following you by clicking the follower count within your **Profile** page.

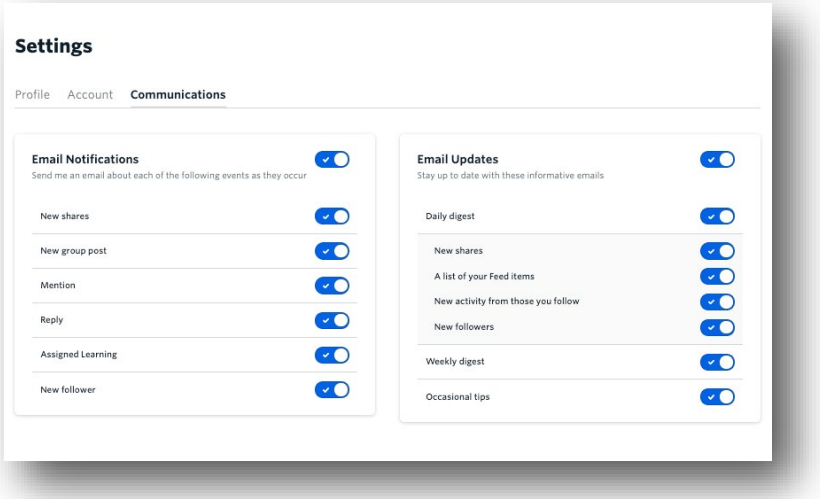
If you have a private profile and try to follow a colleague, you will receive a pop-up warning you that if you would like to follow that colleague, your name (and picture, if you have one) will appear on that colleague's "following" page.

Customizing Notification Settings

Emails to You from HMM Spark

HMM Spark sends emails to notify you of important updates and, optionally, to suggest learning materials. You can customize which emails you receive on the **Communications** tab of your **Settings** page. HMM Spark allows you to choose your own email notification settings, but some emails (like group invitations) cannot be disabled. HMM Spark defaults to all notifications on.

The types of emails sent from HMM Spark are:



The mandatory site-wide email notifications are group invitations, group approvals, and collaborator emails.

Engagement Notifications

Even if you disable email notifications for an event, like when content is shared with you, you can see in-app notifications for that event. Notifications appear for you in HMM Spark when someone:

- Shares learning with you.
- Completes an item you shared with him or her.
- Follows you.
- Tags (@mentions) you in a takeaway or group post.
- Comments on your takeaway (comment) or group post.
- Replies to your comment on a takeaway or group post.

You can also receive email notifications with the following information that does not trigger an in-app notification:

- A list of **Today's Learning** items in the Daily Digest.
- New activity from learners that you follow.

When you receive a new notification, a number appears over the notification icon at the top of the screen:

After viewing any new notifications, the number disappears. All notifications disappear from the notification's menu after a month, but you can see all your past notifications by clicking **View All** from that menu.

Meeting System Requirements

Last Updated: November 2021

Supported Browsers and Operating Systems

Harvard ManageMentor® Spark® is compatible with most OS/browser combinations of desktops, tablets and phones. Harvard ManageMentor® Spark® is no longer supported on Internet Explorer 11. Harvard Business Publishing recommends Google Chrome when possible. The following browsers are supported:

- The latest version of Google Chrome
- The latest version of Safari
- The latest version of Firefox
- The latest version of Microsoft Edge

Contacting Support

You can access the HMM Spark help menu by clicking on the profile avatar in the upper righthand side of the screen. Clicking on the **email address** link will send an email to the Harvard Business Publishing Customer Service team by default.

Calling the phone number reaches a member of the Harvard Business Publishing Customer Service team as well. If learners or admins cannot access HMM Spark, please contact our Customer Service team via one of the following methods:

- techhelp@harvardbusiness.org
- 1-800-668-6705 (US)
- 1-617-783-7474 (International)
- Go to https://myhbp.org/lde to chat with Customer Service

We hope that you enjoy making learning a habit with Harvard ManageMentor® Spark®!