

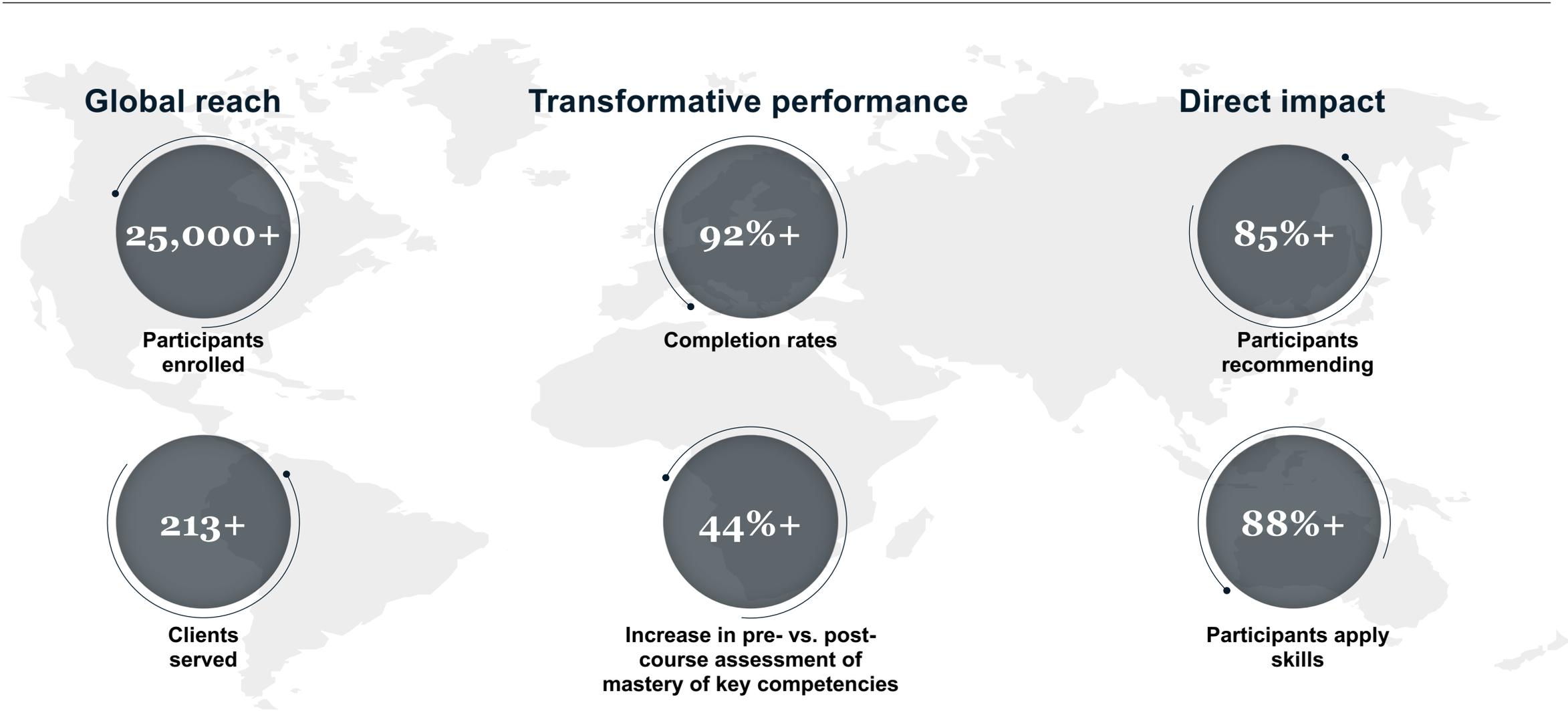
McKinsey  
& Company

# McKinsey Management Program Overview

2020

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# The McKinsey Management Program (MMP) has been delivered to over 200 organization and 25k+ participants



# Participants highlight the relevant and immediately applicable nature of the course content

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“This content is **pure gold** - Especially for a **young leader of an organization** learning how to incorporate strategy into our work.”



“Each module (text and video) had a **new technique or analysis tool** that could be used immediately at work.”



“Tools, worksheets, templates were easily available. **The value was compounded when I could use the skills with my community activities or at home as well.**”



“The **group work connected us** with professionals from other backgrounds and also encouraged multiple modes of communication”



“I like the fact that **we could go at our own pace**. I consumed the content in chunks versus every week. **This is clearly made for people who are working**, and their schedules vary throughout the week.”



“This is my third course with McKinsey Academy, and I **have only good things to say about the TAs**. They always provided timely and thoughtful responses.”



“This is far and **away more applicable and has more takeaway knowledge** than the other required online learning modules I've had to complete.”



“I think that this program has been **designed beautifully** – very clear, well-organized, well-structured.”



“The lessons, whether conveyed by video, reading material or in a group setting, **are short, focused and digestible**. They're varied enough to keep the participant engaged.”



“The Ten Timeless Tests will be helpful, but **the Strategy Method was EXCEPTIONAL**. Truly, it framed how to include business strategy in your organization, and ensure reminders to **reevaluate and refresh along the way.**”

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# Our MMP digital courses include several distinctive features to boost participant engagement and performance

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## Practitioner's Perspective

Courses taught by McKinsey partners and external business leaders who provide practical "how to" guidance



## Social Learning

Collaboration with peers across industries and geographies, and in community discussion forums



## Applied Learning Mechanics

Interactive method to encourage application of concepts on the job, including in-line discussion prompts and opportunities for self-reflection



## Group-based Projects

Small groups of participants collaborate on course-specific projects based on real-world tasks



## McKinsey TA Guidance

McKinsey consultants serve as teaching assistants, providing distinctive engagement and guidance



## Rigorous Analytics

Advanced analytics and leaderboards measure participant progress, proficiency, and social engagement

# MMP digital courses help build foundational leadership and management capabilities

## Critical Thinking

### Business Strategy

Assess the robustness of a strategy and apply McKinsey's Strategy Method to develop strategies that can help organizations gain a sustainable advantage in the market

### Problem Solving

Develop a structured approach to problem solving and improve your ability to define challenging problems, prioritize issues, synthesize findings, and develop actionable recommendations

## Communications

### Communicating for Impact

Move teams, colleagues, clients, and leadership to action by carefully structuring arguments, tailoring those arguments to address audience needs, crafting inspiring prose, and delivering your message with personal presence and style

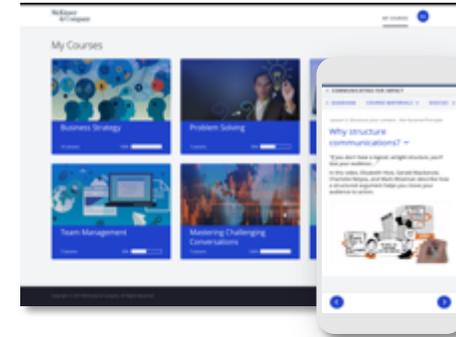
### Mastering Challenging Conversations

Effectively manage challenging conversations in both internal and external situations and achieve better outcomes by managing your emotions, thinking about the other person's perspective, and planning and practicing your approach

## General Management

### Team Management

Learn day-to-day management techniques that build alignment and engagement, develop feedback and coaching capabilities to unlock your team's talent potential, and maximize your team's effectiveness



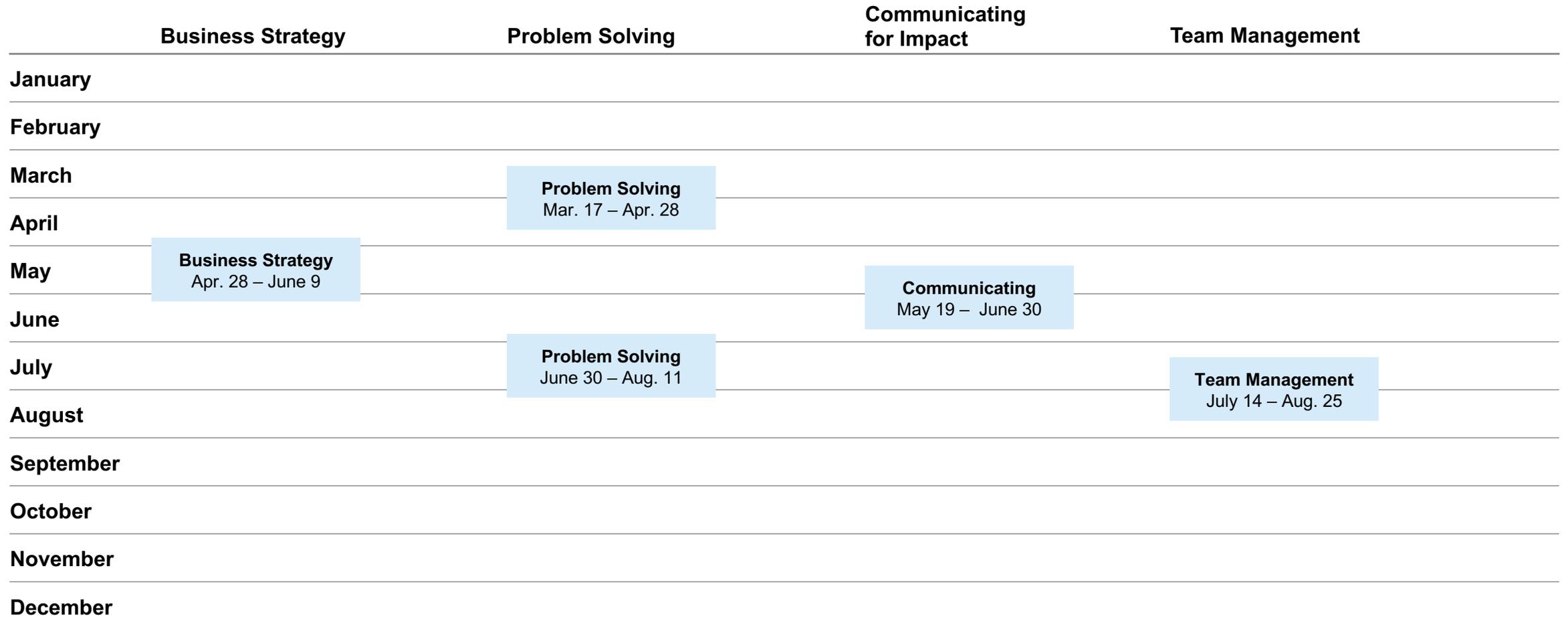
“ ”

Best online education experience I've ever had.

Will positively impact every day I spend at work moving forward.

Working on my real business challenges with a peer group made this invaluable.

# Multi-client course calendar for 2020



Please contact [Executive\\_Programs@mckinsey.com](mailto:Executive_Programs@mckinsey.com) for more information

# Business Strategy

Assess the robustness of a strategy and apply McKinsey's Strategy Method to develop strategies that can help businesses gain a sustainable advantage in the market

## Overview of course structure:

Introduction		Ten Timeless Tests		Strategy Method				Wrap-up	
Lesson 1	Lesson 2	Lesson 3	Lesson 4	Lesson 5	Lesson 6	Lesson 7	Lesson 8	Lesson 9	Lesson 10
Introduction to strategy	The Ten Timeless Tests	The Strategy Method	Building block: Frame	Building block: Diagnose	Building block: Forecast	Building block: Search	Building block: Choose	Building block: Commit & Evolve	Wrap up & Final assessment

### Introduction (1 week)

Introduces the McKinsey approach to strategy, including how we define strategy and how strategy works in practice at the corporate and business unit level

- Define strategy as a set of hard-to-reverse choices in the face of uncertainty to produce economic value, and identify what these look like in practice at different levels of an organization

### Ten Timeless Tests (2 weeks)

Presents the ten questions McKinsey has developed that test whether strategies are strong enough to beat the market

- Assess the robustness of a longer-term strategy ahead of time by applying McKinsey's Ten Timeless Tests (e.g., ensuring your strategy taps the true source of advantage, is granular about where to compete, builds the conviction to act)
- Explain which parts of a strategy need to be further developed by evaluating the strategy against each of the ten tests

### Strategy Method (4 weeks)

Provides a clearly-articulated framework to help you develop and execute your strategy – this methodology can be applied for strategic decisions at all levels; for higher-level and longer-term strategies, it will help you craft a strategy fit to pass the Ten Timeless Tests

- Apply the seven building blocks of McKinsey's Strategy Method to develop a robust strategy, including framing the business challenge, diagnosing a business' source of advantage, forecasting potential futures in which the strategy may play out, searching for options without bias, choosing a strategy, ensuring commitment, and evolving the strategy as you learn more
- Understand the four guiding principles upon which the Strategy Method is built: 1) Go through the seven building blocks; 2) Question your success story; 3) Grapple with the new ideas on the strategy journey; 4) Finish the strategy

### Wrap-up (1 week)

Assess how well you've achieved the objectives of this Business Strategy course

- Take a test to demonstrate your proficiency of the key concepts in this course

## Selected course highlights:



### AltraGen case study

Apply the Ten Timeless Tests to advise a team at a fictional pharmaceutical company on the rigor of their proposed strategy to enter a new market.



### Group work – Strategy Table

Create a strategy table for either a provided European bank case or for a current issue faced by a group member to practice framing a strategic decision and the choices that need to be made.



### Group work – Ten Timeless Tests

Evaluate the strategy in the European bank case or the custom case your group decided on using what you learned about the Ten Timeless Tests, reinforced through lessons on the Strategy Method.



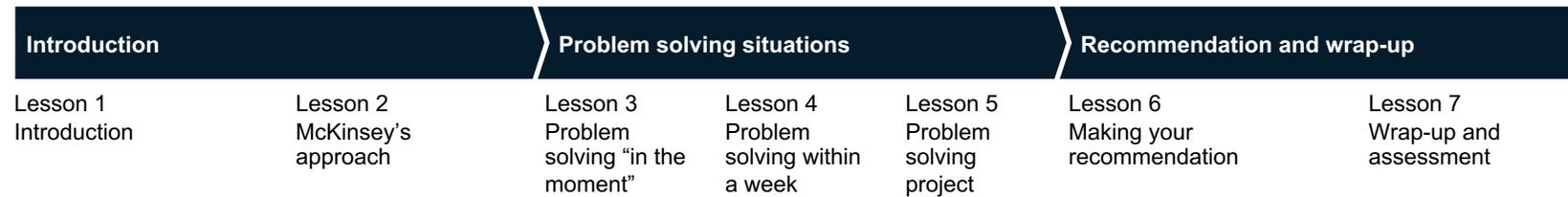
### Bank of Brussels case study

Develop a scenario analysis to map the potential futures in which Bank of Brussels' strategy may take place and identify the impact on your strategic choices.

# Problem Solving

Develop a rigorous and structured approach to problem solving and improve your ability to define challenging problems, prioritize issues, synthesize findings, and develop actionable recommendations

## Overview of course structure:



### Introduction (2 weeks)

Learn the fundamentals of McKinsey's structured approach to problem solving from expert practitioners and how to apply it to different situations and problem types

- Define problem solving and identify the variety of situations (in the moment, within a week, and a project) in which you do it
- Explore key goals, tools, and techniques of each step of McKinsey's approach and recognize how it can improve your effectiveness at addressing problems on the job, even in the face of risk and uncertainty

### Problem solving situations (4 weeks)

Use case examples to apply a structured problem solving approach to three types of problem solving situations

- In the moment: distill the basic question that needs to be answered from an ambiguous situation and develop a clear problem statement; recognize situations that can benefit from advanced de-biasing problem solving techniques
- Within a week: disaggregate a complex problem into smaller, more manageable pieces that are MECE (mutually exclusive, collectively exhaustive); prioritize issues into actionable categories by evaluating them on specific criteria such as impact and ease of implementation
- Problem solving project: set up, structure, and pressure test appropriate work plans for problem solving projects; recognize situations that can benefit from other advanced analytical techniques (e.g., neural networks, scenario generation and indicator generation, fault tree analysis)

### Recommendation and wrap-up (1 week)

Synthesize your analysis and develop actionable recommendations

- Synthesize the "answer" from a set of analyses (e.g., what is the "so what?"), create recommendations for key stakeholders, and identify ways to use the influence model to help affect change
- Assess your problem solving skills and reflect on a variety of ways to practice and implement a structured problem solving approach in your work

## Selected course highlights:



### Hiperama case study

Apply problem definition techniques to help a consumer retail company resolve a pressing issue, practice problem structuring to uncover the root cause of a failure, and synthesize the results.



### Group work – Problem structuring

Improve each group member's draft issue tree for real-world problems they're currently facing; discuss methods for increasing structured problem solving on the job.



### Expert practitioner guidance on advanced de-biasing techniques

Learn to apply tested and effective strategies (e.g., key assumption check or analysis of competing hypotheses to reduce bias in decision-making) to improve problem solving outcomes.



### Case-based skills assessment and remediation

Using an immersive case focused on profitability improvement, assess individual mastery of problem solving skills and identify areas that would benefit from additional review and practice.

# Communicating for Impact

Move teams, colleagues, clients, and leadership to action by carefully structuring arguments, tailoring those arguments to address audience needs, crafting inspiring prose, and delivering your message with personal presence and style

## Overview of course structure:

Introduction	Structure	Strategy	Style	Wrap-up			
Lesson 1 Welcome	Lesson 2 Structure your content – the Pyramid Principle	Lesson 3 Structure your content – storylines and story-boards	Lesson 4 Tailor your message	Lesson 5 Mid-course assessment	Lesson 6 Craft inspiring communications	Lesson 7 Deliver communications with style	Lesson 8 Wrap up and final assessment

### Introduction (1 week)

Learn that the purpose of communication is to move people to action

- Understand the impact of effective communication and what it takes to be an effective communicator
- Recognize that effective communicators aren't "born," they are the product of hard work and practice

### Structure (2 weeks)

Construct logical, convincing arguments using the Pyramid Principle, storylines, and storyboards

- Communicate the "so what" of your findings by structuring content logically and developing a robust overarching case or governing thought
- Build logical arguments that lead an audience to a targeted conclusion
- Construct storylines and use storyboards to plan your communications

### Strategy (1 week)

Learn to analyze the needs of your audience(s) and tailor your presentations to their interests and priorities

- Use tools such as stakeholder analysis, influence maps and prioritization matrices to define your audiences' needs and points of view
- Define the position you'd like each audience to take at the end of the communication and what the audience needs from you in order to take that position
- Select and fine-tune your content and delivery modes to best reach each audience

### Style (2 weeks)

Explore techniques to help you deliver communications with personal presence and style

- Use rhetorical techniques to maximize the impact of your communication
- Refine personal presence and gravitas and identify physical characteristics that build credibility
- Use presentation delivery techniques such as vocal warm ups and relaxation exercises, that help speakers deliver better presentations

### Wrap-up (1 week)

Check your mastery of the course material

Assess your communications skills

## Selected course highlights:



### Takeaway tools and templates

Participants use tools and templates (e.g., the Pyramid Principle, stakeholder analysis, presentation worksheet) to help develop compelling communications – in the course and on-the-job.



### Group work – Build a pyramid

Participants group facts and synthesize arguments based on a McKinsey-provided case study, or on their own real-life problem.



### VisionBrand case study

Apply communications techniques to help a marketing firm structure their arguments, tailor messages, and present a new product strategy to their client.



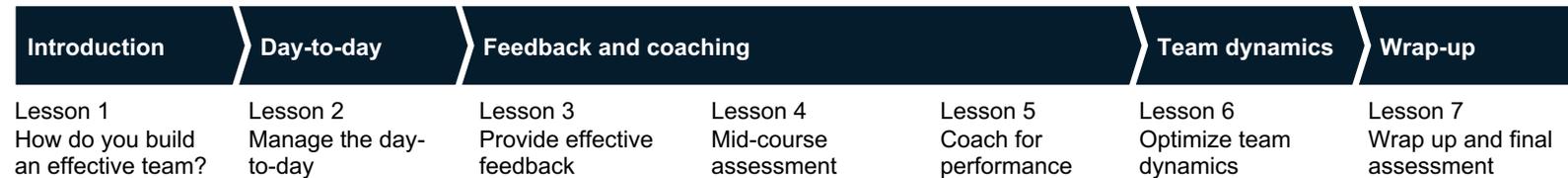
### Historical examples

Analyze masterfully constructed and delivered speeches (e.g., JFK's "Man on the Moon") to identify the techniques that made them so successful – and consider ways to apply these practices yourself.

# Team Management

Learn day-to-day management techniques that build alignment and engagement, develop feedback and coaching capabilities to unlock your team's talent potential, and maximize your team's effectiveness

## Overview of course structure:



### Introduction (1 week)

Explore the dimensions of effective teams: alignment, execution, renewal

- Define the three mutually-reinforcing dimensions of team effectiveness

### Day-to-day team management (1 week)

Develop tactical skills to build team alignment and support execution

- Use metrics, performance boards, and daily huddles to build engagement and accountability
- Use team charters, individual goal-setting exercises, and team barometers to build engagement

### Feedback and coaching (2 weeks)

Observe and critique examples of feedback and coaching conversations to identify effective behaviors

- Challenge assumptions that prevent people from engaging in constructive feedback dialogue
- Develop a "helping mindset" rather than a "scolding mindset" for feedback and coaching
- Emphasize that feedback flows in all directions
- Learn a step-by-step approach to deliver objective and constructive feedback
- Learn the GROW model to deliver effective coaching
- Develop action experiments to improve individual performance and track progress

### Team dynamics (1 week)

Evaluate your own team's effectiveness

- Use a diagnostic tool to evaluate your own team's alignment, execution, and renewal
- Develop an action plan to improve your team's performance

### Wrap-up (1 week)

Check your mastery of the course material

- Assess your team management skills

## Selected course highlights:



### Real life examples

Hear stories from senior leadership of world-class organizations, e.g., Morgan Stanley, Kraft Foods, Abbott, Starwood, the African Leadership Academy, and Bloomberg.



### Group work – plan a coaching session

Use the GROW model to plan and practice an upcoming coaching session.



### Feedback and coaching practice

Apply feedback and coaching techniques to build distinctive performance.

Tackle performance conversations and post-meeting debriefs.



### Team dynamics assessment

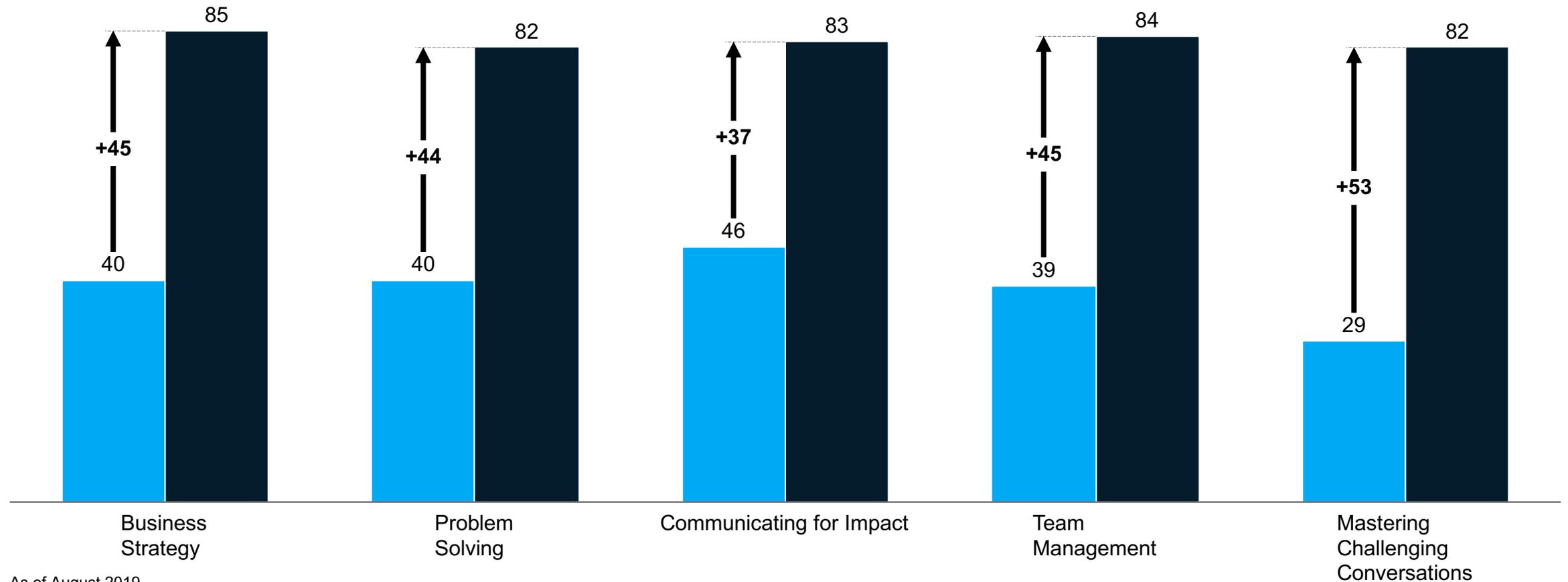
Reflect on dynamics of your own team, hear global experts describe common problems faced by teams (e.g., paralysis), and how to address them, and make a plan to tackle your own team's roadblocks.

# Pre- vs. post-course self-assessments indicate an average of 40%+ increase in participant's mastery of key competencies

## Mastery of course competencies

% of participants who rate themselves "very strong" or "some what strong"

■ Pre-course assessment ■ Post-course assessment



As of August 2019