

McKinsey Academy

Unlocking the Potential of Women

Course Overview

September 2018

McKinsey&Company



Develop your knowledge and abilities to increase women's representation across your organization

Unlocking the Potential of Women is a virtual learning experience to empower both male and female leaders to recognize and deliver the full potential of women in the workplace

Designed for

Mid-level or senior business leaders aiming to take steps to be a more inclusive and effective leader

Those influencing workforce transformations: **Executive sponsors**, **HR leaders**, **Inclusion and diversity leaders**, or **Women's group leaders**

Explore

- The **business case** for change
- Potential **challenges** women disproportionately face
- **Concrete actions** to take to improve the development and advancement of women in your workplace

- Digital lessons
- Pioneering research
- Expert insights
- Peer conversations
- Small group work
- McKinsey TA guidance

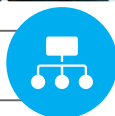
Enroll in the next course offered October 30 – December 18, 2018. Contact academy_info@mckinsey.com to learn more.



This course helps participants drive organizational change, with far-reaching impact



Impact for Your Organization



- **Improve business performance** by empowering all employees to be better team players and people leaders
- **Raise attraction and retention** rates by creating a culture where both women and men thrive at every level
- **Increase the return on your investment in gender diversity initiatives** through more targeted, impactful interventions

Value for Participants



- **Make a difference**; be a part of the solution to developing future women leaders
- **Be a more inclusive and effective leader** by learning how to get the most out of your talent
- **Equip yourself with the skills and capabilities** to take effective, concrete actions

Tackle the representation of women in your workplace as you would any business problem, using a data-driven approach

Build your capability to drive change across seven lessons in the course curriculum

LESSONS

- **The case for change**
Articulate your company's business case for women; understand the current statistics and performance trends; draw inspiration from leading companies and leaders
- **Solve it as a business problem**
Evaluate the challenges and successes at your company; use facts to identify where in your pipeline to focus; intensify data transparency and accountability; explore barriers from policy to mindsets
- **Fill positions with top talent**
Improve your company's recruiting practices to bring in the best and brightest women; reduce unconscious bias in your hiring and promotion decisions
- **Set talent up for success**
Prepare new talent for a successful career; develop onboarding and mentoring practices; address critical soft skills, such as confidence, grit and resilience; establish effective promotional and developmental practices
- **Thrive at mid-level**
Enable mid-level women to succeed; make sponsorship stick; address strategies for thriving amidst life altering moments that change family and personal perspectives
- **Senior and still rising**
Understand what a "level playing field" for female senior leaders means; address the influence of unconscious bias in how men and women perceive female leaders; create structural measures to address promotion and succession planning
- **Take Action**
Develop a practical action plan for your company, learning from what other companies have done and do; tailor your plan to your company and team level goals; prioritize where to focus and what practical Monday morning actions you and your team can take; commit and act

“
I have found the course to be excellent. It has helped me to rethink my approach with my team and the way in which I interact with other leaders.
”

“
... issues this course raises are absolutely important and everyone should receive training regarding them.
”

“
The action-oriented foundation of the course is excellent and I appreciate the multiple opportunities to actively think about the ideas and facts, and apply them to our business.
”

Draw insights and perspectives from across expert wisdom, progressive research, and practical advice



Taught by McKinsey experts who have researched how companies thrive by helping women succeed



Augmented with guest lectures and pioneering research that highlights facts about women in the workplace today



Faculty and guest speakers



- **Lareina Yee** Senior Partner, McKinsey
- **Susan Colby** CEO, Imagine Worldwide
- **Kevin Sneader** Global Managing Partner, McKinsey
- **Peter Grauer** Chairman, Bloomberg
- **Dr. Shelley Correll** Professor, Stanford University
- **Chanda Kochhar** CEO, ICICI Bank
- **George Halvorson** Former CEO, Kaiser Permanente
- **Sheila Lirio Marcelo** CEO, Care.com
- **Geena Davis** Academy Award Winning Actress
- **Sara Prince** Partner, McKinsey
- **Marianne Cooper** Professor, Stanford
- **Eric Kutcher** Partner, McKinsey

Latest research and insights



Engage with peers across a variety of methods through McKinsey Academy's distinctive digital platform



Immersive video content

from faculty, guest speakers, actors, and concept animations that engage the participant

QUESTION
Which of the following statements are TRUE? (Select all that apply.)

- ☒ Even with equal skills and qualifications, women have more difficulty reaching (e.g., roles in the C-suite) than men do.
- ☐ In general, there are not enough qualified, educated women to enter the workforce.
- ☐ The representation of women CEOs in the Fortune 500 is greater than 10%.
- ☒ Representation of women in leadership roles is growing.

Submit

Interactive exercises and feedback

Immediate, response-contingent feedback enables richer learning and provides guidance on how to learn more



McKinsey TA guidance

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



Performance metrics

Rich learning experience incorporates ground-breaking techniques in adaptive learning and game mechanics



Social learning through groupwork

Group projects and community discussion forums drive collaboration with peers across industries and geographies

If you were one of the first to answer, feel free to return to this module any time to view updates.

☐ Recruiting

☒ Entry-level

☐ Mid-level

☐ Senior level

☐ CEO/Board level

Submit

Results based on 82 respondents.

FEEDBACK

| Level | Percentage |
|-----------------|------------|
| Recruiting | 0% |
| Entry-level | 48% |
| Mid-level | 30% |
| Senior level | 22% |
| CEO/Board level | 0% |

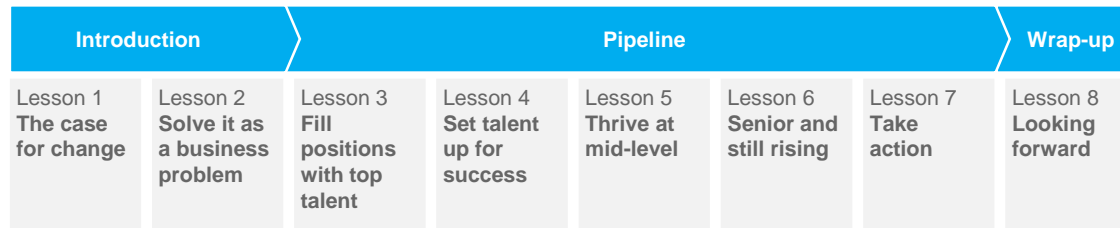
Deep insight into your company

Polling, discussion forums, and personal reflection facilitate a better understanding of the starting point at your company

Unlocking the Potential of Women course summary

Make the most of the talent in your organization by addressing the challenge of attracting, retaining, and developing women, and learn how to individually and organizationally effect change

Overview of course structure:



The state of women in leadership and the case for change (1 week)

Learn why increasing the representation of women will improve your company's bottom line

- Understand the current facts and figures concerning women in the workplace
- Articulate your company's business case for women

Your company's pipeline, common challenges, and actions to address them (3 weeks)

Identify where to start in your organization, and explore the challenges women disproportionately face and actions to empower them to reach their full potential

- Understand your current statistics and performance trends
- Evaluate the challenges and successes at your company from policies to mindsets
- Use facts to identify where in your pipeline to focus
- Increase conscious inclusion in your hiring and promotion decisions
- Establish developmental practices that address critical soft skills – confidence, grit and resilience
- Develop strategies to help team-members thrive amidst life altering moments that change perspectives
- Understand what 'level the playing field' means for senior leaders
- Address the influence of unconscious bias in how men and women perceive female leaders
- Create structural measures to address promotion and succession planning
- Learn from CEOs and Board Members on what they have done and do
- Articulate what intensity of commitment by leaders looks like

Wrap-up (2 weeks)

Bring together your new knowledge to make a plan for change

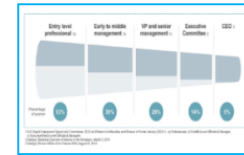
- Build an individual action plan including practical Monday morning actions

Selected course highlights:



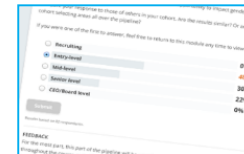
Digital guest lectures

CEOs, chairs, founders, leading academics and researchers to share their why they care about increasing the representation of women and what they are doing to create change.



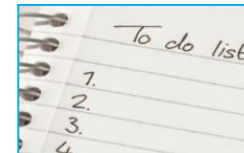
Deep insight into your company

Expert insights, along with research and reflection help you better understand the starting point at your company.



Polling

Compare and learn from the perspectives of other participants in the course.



Personalized action plans for change

Build a plan to increase the representation of women on and improve the performance of your team.

Frequently Asked Questions (1/3)



Who should participate?

The program is designed for **both male and female leaders** across the organization. We encourage organizations to have a group of participants (in groups of 4-5) go through the program together to have greater impact and value to your business.

How long is the program and what is the time commitment?

The program is a **six-week virtual learning experience**. Participants can expect to spend **90 minutes per week** on the material. Each week incorporates a mix of individual learning, collaborative group projects, and social engagement.

What is the digital course experience like?

McKinsey Academy has re-imagined the digital experience to as a blended journey that includes **peer collaboration** and **on-the-job application**. The course leverages the following components:



Individual Learning

Participants “learn by doing” through self-paced lessons focused on real-world application. Lessons are broken down in to bite-sized modules that feature videos, activities, self-reflection, application, and supplemental resources.



Group Projects

Participants collaborate with colleagues (teams of 4–5 by company) to apply learning to real-world tasks and facilitate relationship building.



Social Engagement

Engagement is encouraged through use of discussion forums, which are moderated by McKinsey Teaching Assistants. Teaching Assistants also provide one-on-one and group support.

Frequently Asked Questions (2/3)



How is the program delivered?

The program is delivered **virtually** through a digital platform which can be supplemented with in-person **peer conversations** during group work. Learn more about the virtual learning experience here: <https://www.mckinsey.com/business-functions/learning-programs-for-clients/overview/mckinsey-academy/how-we-help-clients/mckinsey-academy-technology-platform>

What is the mix of synchronous and asynchronous digital content?

80% of the experience is asynchronous. Participants engage with a range of course materials, including lesson videos, self-reflection and assessments, discussion forums, and supplemental content at their own pace. The remaining 20% of the experience is synchronous, which includes a group-based project with fixed start and end dates.

How does the program get started?

The program will kick off with **an expert from McKinsey Inclusion and Diversity** who will share the latest research and findings during a WebEx session.

How can I preview the course and/or learn more?

Watch an overview, or sign up for a **demo of the course**, which includes two free lessons: <https://www.mckinsey.com/Business-Functions/Learning-Programs-for-Clients/Overview/McKinsey-Academy/How-We-Help-Clients/Unlocking-the-potential-of-women>

What are the fees for the course?

For this special run of the course, we are offering **five seats for the fees of four**. Please contact Academy_info@mckinsey.com to learn more.

Who can I contact to discuss further?

Please email Academy_info@mckinsey.com. A colleague will follow up with you to discuss your needs and explore how your organization can participate.

Frequently Asked Questions (3/3)



What is McKinsey Academy?

McKinsey Academy accelerates transformations by unlocking the potential of people.

Digitization, automation, the gig economy, and an aging workforce are upending the nature of work and disrupting traditional organizations. Across all levels, the need is growing for new skills and capabilities. In order to succeed, capability building needs to be grounded in how an organization creates value.

We created McKinsey Academy to help organizations succeed at the human side of strategy — from mergers and turnarounds to digital transformation and growth.

Visit McKinsey Academy at [Mckinsey.com/mckinseyacademy](https://mckinsey.com/mckinseyacademy).
