

Case study

McKinsey Academy

Unlocking Leadership Potential



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Case Study: Chairman-sponsored leadership program for senior leaders

SITUATION

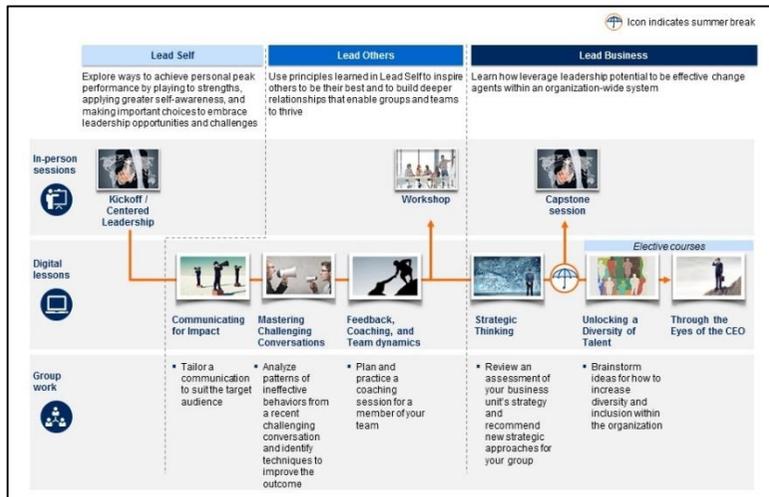
- Chairman sought to accelerate growth by shifting people strategy from acquisition to organic growth
 - Firm-wide changes in mindsets and behaviors
 - Shift from 'producer' culture to 'leadership' culture
 - Leadership and management capabilities to enable the intended change in culture and performance
- Desire to start with a comprehensive program for the global top 200

APPROACH

- Built a blended 12-months journey
- Customized content, including videos from senior leaders in each course
- Launched as part of global leadership offsite as Chairman- and CEO-led
- Incorporated reinforcing mechanisms (e.g., role-modeling from Chairman, Senior Sponsors sharing division-specific data to encourage participation)

IMPACT TO DATE

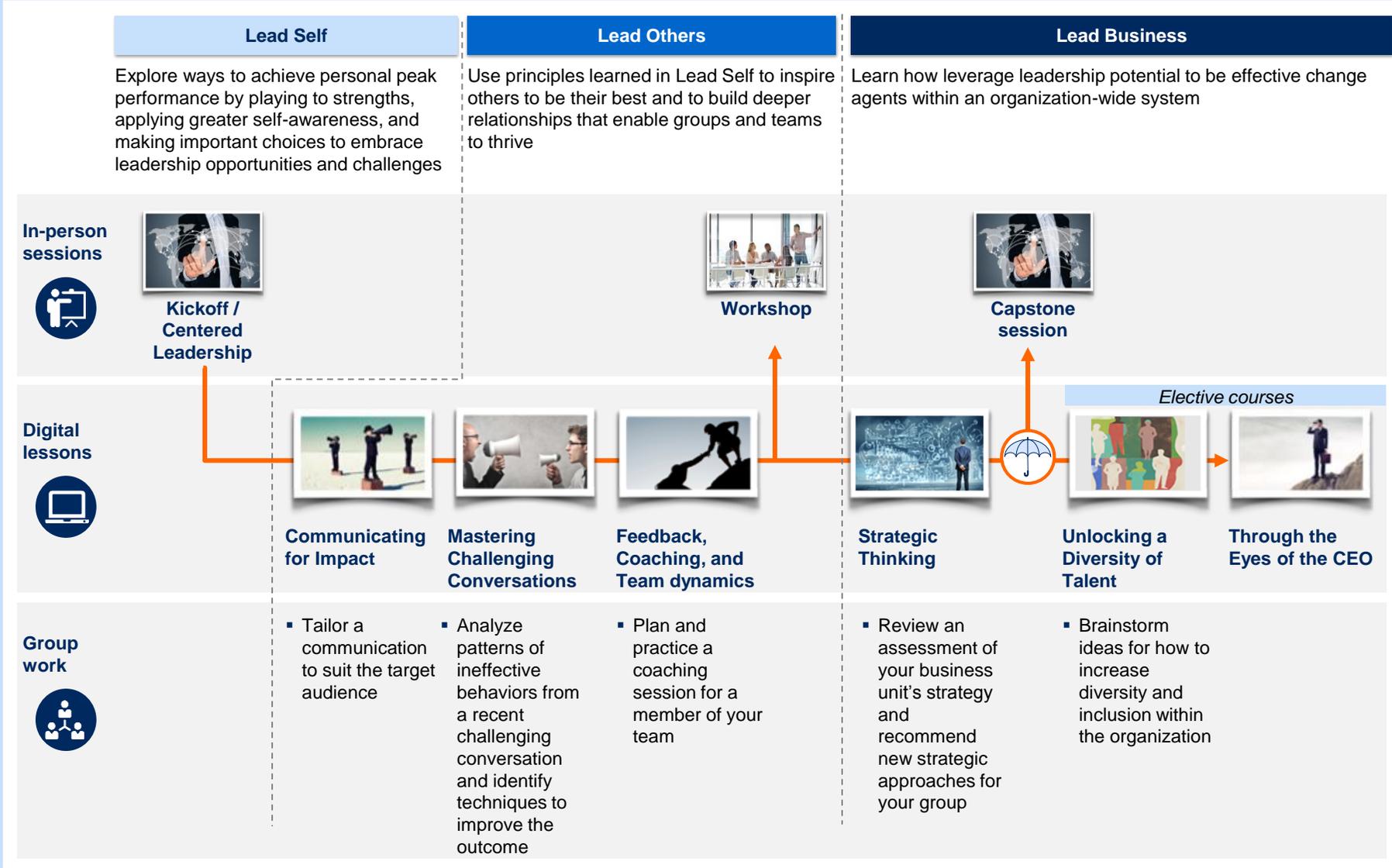
- 90% would recommend the program to a colleague after first in-person session
- Across digital courses, on average 81% anticipated applying course concepts to day-to-day work
- Strong participant feedback:
 - "Excellent content"
 - "Great tools to learn and reflect to become a better leader"



- Blended:** workshops, online learning, field work
- Experiential:** in-person sessions to practice skills learned in digital courses
- Focused on **mindsets and behaviors**
- Incorporating **leaders as teachers**
- Reinforced:** regular communication from Chairman to participants

12-month leadership development program for 150+ senior leaders across all divisions of the firm

 Icon indicates summer break



Digital courses built leadership capabilities by sharing foundational material and by providing multiple opportunities for application

Digital courses were designed to teach leadership skills prioritized by the organization¹

| Lead Self | Lead Others | | Lead Business |
|---|--|---|---|
| <p>Communicating for Impact</p> <p>Motivate internal and external players to action through methods that:</p> <ol style="list-style-type: none"> Structure logical arguments with clear implications and facts to support hypotheses Tailor messages to move an audience to action Craft inspiring communications that speak to the hearts and minds of key stakeholders, internal and external Deliver messages with style, emphasizing physical presence, vocal emphasis, and emotional intelligence | <p>Mastering Challenging Conversations</p> <p>More effectively manager difficult conversations by being able to:</p> <ol style="list-style-type: none"> Recognize the impact of avoiding challenging conversations Effectively lead difficult discussions internally and externally (e.g., saying no to resource requests internally, negotiating fees with key clients, delivering tough feedback) Develop trust-based relationships with colleagues to the point where they can leverage each other's client relationships to grow the firm | <p>Feedback, Coaching, and Team Dynamics</p> <p>Maximize top team efficacy and performance by coaching them to:</p> <ol style="list-style-type: none"> Provide effective feedback to align one's team on direction, quality of execution, and renewal Cultivate a receptive feedback culture within the organization encouraging teams to openly share new ideas Develop a coaching mindset enabling managers to connect with and motivate millennial employees Optimize team dynamics to quickly identify and overcome barriers to performance | <p>Strategic Thinking</p> <p>Unify teams under a shared set of goals and principles that allow them to:</p> <ol style="list-style-type: none"> Comprehensively assess the robustness of strategic decisions Understand the global context surrounding strategic decisions to anticipate and address client needs Embed strategic thinking across the top team to encourage meaningful collaboration across business units Position teams to adapt to constantly evolving market conditions |

¹ Client chose to put participants through 4 required digital courses and 2 optional electives

3 in-person sessions allowed participants to synthesize and practice skills learned in digital courses and lay foundations for future learning

| | Description | Selected participant comments |
|---|---|---|
| Lead Self  | Explore everyday leadership practices for maintaining personal peak performance while being satisfied. Apply greater self-awareness to decisions and behaviors as basis for more effective interactions and leadership choices with others. | <ul style="list-style-type: none">“I would like to enroll in the Leadership Program, which is off to a fantastic start based on the exceptional session Saturday morning”“Our kickoff was clearly a hit, and very much helped accomplish our goal this weekend, which will now carry forward in myriad ways. THANK YOU” |
| Lead Others  | Build upon the skills learned in Lead Self in-person session and 3 Lead Others digital courses to inspire others. Specifically, identify interventions to make our team’s conversations more productive , experience effects of coaching mindset , increase empathy in an unresolved challenging conversation, and practice delivery for an upcoming communication. | <ul style="list-style-type: none">“It was first class and if we can all act on our commitments, I think it will prove to have been about the best four hours we have spent together as a group in the two years I have been in Hong Kong”“All the segments of the workshop were great and engaging. Will be trying all techniques very soon and in everyday work.” |
| Lead Business  | Recognize that leadership begins with a foundation of self-mastery , which is used to lead others , and then broadened to lead systems in a larger or more complex environment. Practice the influence model and network mapping on a large scale or complex leadership challenge you’re facing. | <ul style="list-style-type: none">“This course provided excellent structure to take my role to a new level”“I’ve started asking to give feedback. I’ve started receiving feedback better myself. We were so worked up the first four months of this year, listening more changed a lot”“Typically, we just click through compliance training--this was not that. This was relevant” |

We worked closely with a “Pilot Team” that included representatives from each business unit

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Pilot Team

Senior Sponsors

Design and planning:

- Regularly collaborated over 12 months beginning with weekly emails and phone calls and eventually stabilizing to monthly in-person working sessions:
 - Supported McKinsey Academy in identifying competency needs within the organization
 - Defined program objectives, structure, and constraints
 - Provided significant feedback on course blueprints (prior to course construction on platform) and on draft builds of the courses on the platform
 - Piloted in-person workshops
 - Aligned on how to measure impact and gather feedback (e.g., surveys, 1:1 calls)

Post-launch:

- Sub-set converted into Senior Sponsors for program execution
- By-course check-ins to continue to review upcoming course content
- Shared impact stories for Chairman to reference in his communications with participants

Post-launch:

- Assess program performance with McKinsey Academy and share participant feedback
- Role model application of skills on the job
- Counseled McKA on how best to connect with participant cohort (e.g. sending competitive emails from division heads)

Program Coordinator

Design and planning:

- Managed video shoot logistics for client filming
- Executed participant enrollment process for digital courses
- Configured participant groups
- Coordinated logistics for in-person sessions

Post-launch:

- Managed day-to-day operation of the program with McKinsey Academy (e.g., tracking list of participants, updating groups, sending emails)
- Tailored participant communications (drafted by McKinsey Academy) to fit company culture

Feedback to date has indicated high applicability of the in-person and digital course content

In-person sessions

Summary metrics

- At final in-person session, **81% would recommend** to their colleagues
- **Average 6.0 value for time spent** (out of 7.0) as rated by participants

Comments

- “We have just completed the McKinsey session. **It was first class** and if we can all act on our commitments, I think it will prove to have been about the **best four hours we have spent together as a group** in the two years I have been in Hong Kong” – participant note to Chairman
- “This course **provided excellent structure to take my role to a new level**” – participant feedback
- “I didn’t think that I needed this, but **now I know that I did**” – participant feedback

Digital courses

Summary metrics

- **78% average engaged progress** across digital courses
- **80% recommend program to colleagues** after first course, **77%** overall
- **81%** of participants **anticipate applying course concepts** on the job

Comments

- “We can spend our time solving day-to-day issues and at the end of the week/month/year, look back and struggle to pick out anything meaningful that was achieved. It’s **important to spend time on something transformational like this that can have lasting benefit**”
- “Great tools to **learn and reflect to become a better leader**”
- “I learned **new material**, which will be **helpful in my managing myself and others**”
- “Some of the techniques that are discussed in this course will make me a better manager and for every minute I spend on this course, I feel like I will “earn back” that time 10 fold”
- “Testament to the online materials that **we were able to look more carefully at ourselves!**” – participant feedback about group work discussion