# Case study

# McKinsey Academy Unlocking Leadership Potential



# Case Study: Global learning program for mid-level managers

#### **SITUATION**

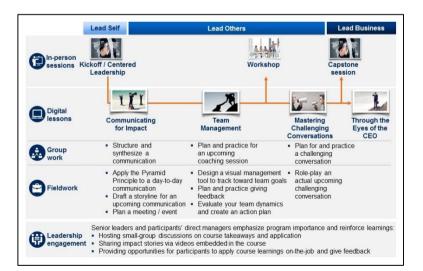
- Client wanted a scalable way to promote a culture of achieving impact through taking bold action, trust, and effective collaboration within and across teams
- Desire to develop a global learning program mid-level managers, starting with 100 locally in first year
- No current programs for mid-level managers (existing focused on senior leaders and new hires)

#### **APPROACH**

- Partnered with the organization's Talent
   Development team to configure a blended
   7-month program
- Added videos of client leaders to digital courses and contextualized course work with examples from their business
- Aligned on measures of success
- Co-identified reinforcing mechanisms (e.g., senior leaders as sponsors for the program, organization-led net-working events, support from participants' direct managers)

#### IMPACT TO DATE

- Strong feedback to date; 83% anticipate applying skills on-the-job:
  - "... best thing about this course has been the ability to put some of these techniques into use immediately at work"
  - "... very positive impact on me, and I anticipate it helping me in my development as a leader"
  - "Once I started the course I just kept going because it was so well presented and engaging"



- Blended: workshops, online learning, field work
- Inspiring: senior leaders sharing impact stories and hosting small group discussions
- Configured: embedded client videos and used client examples for group work
- Focused on mindsets and behaviors
- Scalable: plan to roll out to 1,500 globally

# Client aimed to create a global leadership development program for their mid-level managers to prepare them for leadership roles

#### Context

- Client wanted a scalable way to promote a culture of achieving impact through taking bold action, trust, and effective collaboration within and across teams
- Recognized the need to develop the next generation of leaders amongst their mid-level managers to:
  - Further the leadership and management skills to enhance impact on their teams and achieve their leadership goals
  - Provide opportunities to develop new relationships in the organization they otherwise would not have
  - Recognize the important role they play at the organization and their potential
- No programs for mid-level managers (existing programs were targeted at senior leaders and new hires)

#### Leadership skills prioritized by the organization

### **Team Management**

- Align teams on a common goal and instill accountability for results
- Develop a feedback-oriented culture and effectively deliver feedback
- 3. Maximize employee motivation and performance by coaching
- Foster innovation through diversity of thought and empower team to assert new ideas and hypotheses
- 5. Create more effective collaboration across business units

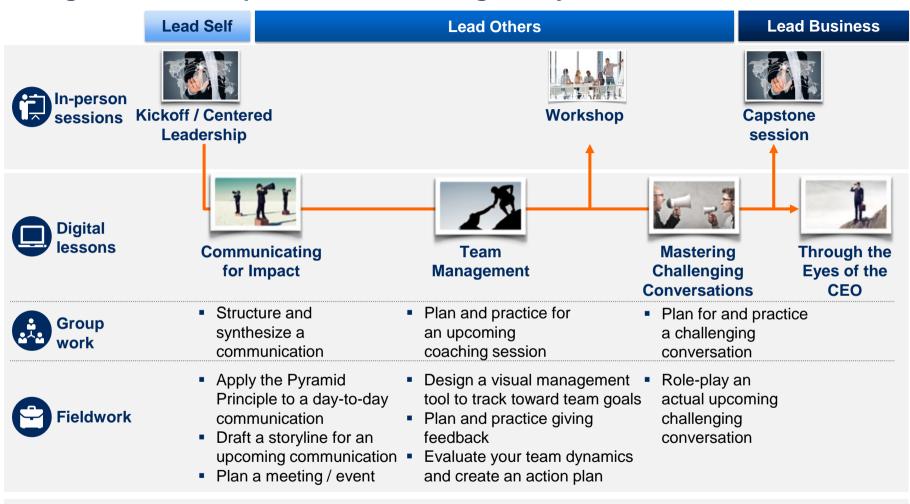
# Mastering Challenging Conversations

- Recognize the value of having challenging conversations
- Navigate uncomfortable internal discussions (e.g., negotiating resources, challenging assumptions of more senior leaders, delivering tough feedback)
- Tailor messaging and style in challenging external conversations by putting themselves in their shoes
- Develop mindset of pulling in colleagues to practice challenging conversations

### **Communicating for Impact**

- Structure logical arguments
   with clear implications and facts
   to support hypotheses
- Deliver harder-hitting, clear top-down communications across various delivery channels (e.g., charts, PowerPoints, emails)
- Identify and address the needs and interests of key stakeholders, internal and external
- Contextualize communications around strategic objectives

# 7-month leadership development program for 100 high-potential mid-level managers across departments to scale globally to 1,500





Senior leaders and participants' direct managers emphasize program importance and reinforce learnings:

- Hosting small-group discussions on course takeaways and application
- Sharing impact stories via videos embedded in the course
- Providing opportunities for participants to apply course learnings on-the-job and give feedback

## We worked closely with the client's Talent Development team with clear support from senior executives Client

**McKinsey** 

#### **McKinsey**



**Talent Development** 

### Design and planning:

Regularly collaborated over 6 months via weekly 30 minute check-in calls and five 60-120 minute in-person working sessions:

- Defined program objectives, structure, and constraints
- Established workplan, including owners and timelines
- Designed in-person workshops
- Configured specific modules within the digital courses
- Coordinated video shoots of the organization's leaders
- Aligned on how to measure impact and gather feedback (e.g., surveys, 1:1 calls, focus groups)

#### Post-launch:

- Weekly check-ins to discuss participant engagement / feedback and coordinated communications to the participants
- Executed on plan to collect and synthesize feedback, including delivering results to senior leadership
- Collaborated with Talent Development team to support senior leaders to reinforce learnings through small-group discussions (e.g., provide crib sheets, example practice opportunities to participants)

# Marketing

### Design and planning:

- Created consistent look and feel of program from in-person sessions to digital courses
- Provided requested design materials for integration into McKinsey Academy platform

#### **Communications**

### Design and planning:

Developed internal communications plan to participants and their managers based on input from prior McKinsey Academy communications

## **Senior Leadership Team**

### Design and planning:

Communicated clear support for the program to organization and dedicated staff to collaborate with McKinsey Academy

#### Post-launch:

- Reinforced learnings through hosting their own events for the participants
- Shared anecdotes and advice at in-person events and through videos

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

## **Kickoff with Centered Leadership**

#### **Summary metrics**

- 90% would recommend to their colleagues
- 86% anticipate applying on the job

#### **Comments**

- "Good focus on practical application; the segments built upon each other; concrete themes/takeaways"
- "Dynamic instructors. No powerpoint was a huge plus. Interactive sessions worked extremely well"
- "I liked best the discussion on trust and exercise on strengths"
- "Interactive and honest"
- "Picking groups that didn't regularly interact worked well"

### First digital course

#### **Summary metrics**

- 98% average progress through the course
- 96% completed
- 100% of groups submitted group work
- 75% would recommend to their colleagues
- 83% anticipate applying on the job
- 33% average increase in perceived mastery of key course competencies

#### **Comments**

- "...best thing about this course has been the ability to put some of these techniques into use immediately at work"
- "Good breakdown of content was able to take away techniques & processes that would help me with my by day to day job"
- "...many of these things are not obvious and not taught in business school or elsewhere. Very valuable to explicitly call out these topics..."
- "I have taken courses for leadership but they only talked about what you need... This course breaks it out by the various pieces that can make an impact ... This was a great course!"
- "Once I started the course I just kept going because it was so well presented and engaging"