

## Case study

# McKinsey Academy

## Unlocking Leadership Potential



# Case Study:

## Global learning program for mid-level managers

### SITUATION

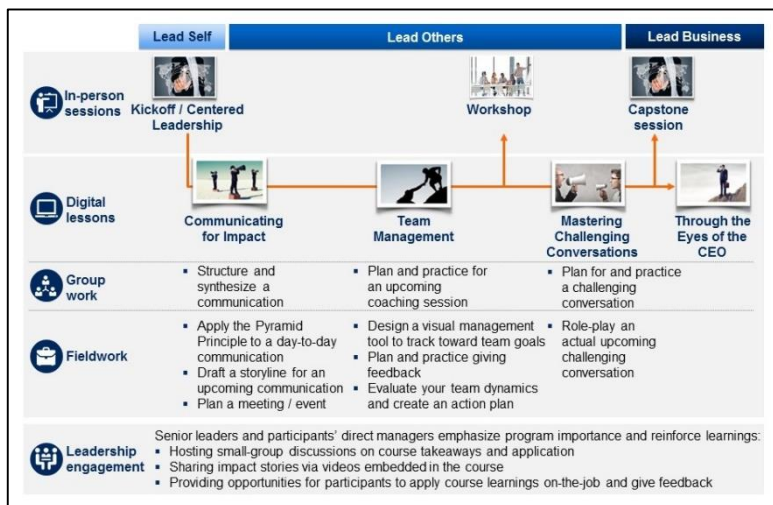
- Client wanted a scalable way to promote a culture of achieving impact through taking bold action, trust, and effective collaboration within and across teams
- Desire to develop a global learning program mid-level managers, starting with 100 locally in first year
- No current programs for mid-level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

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

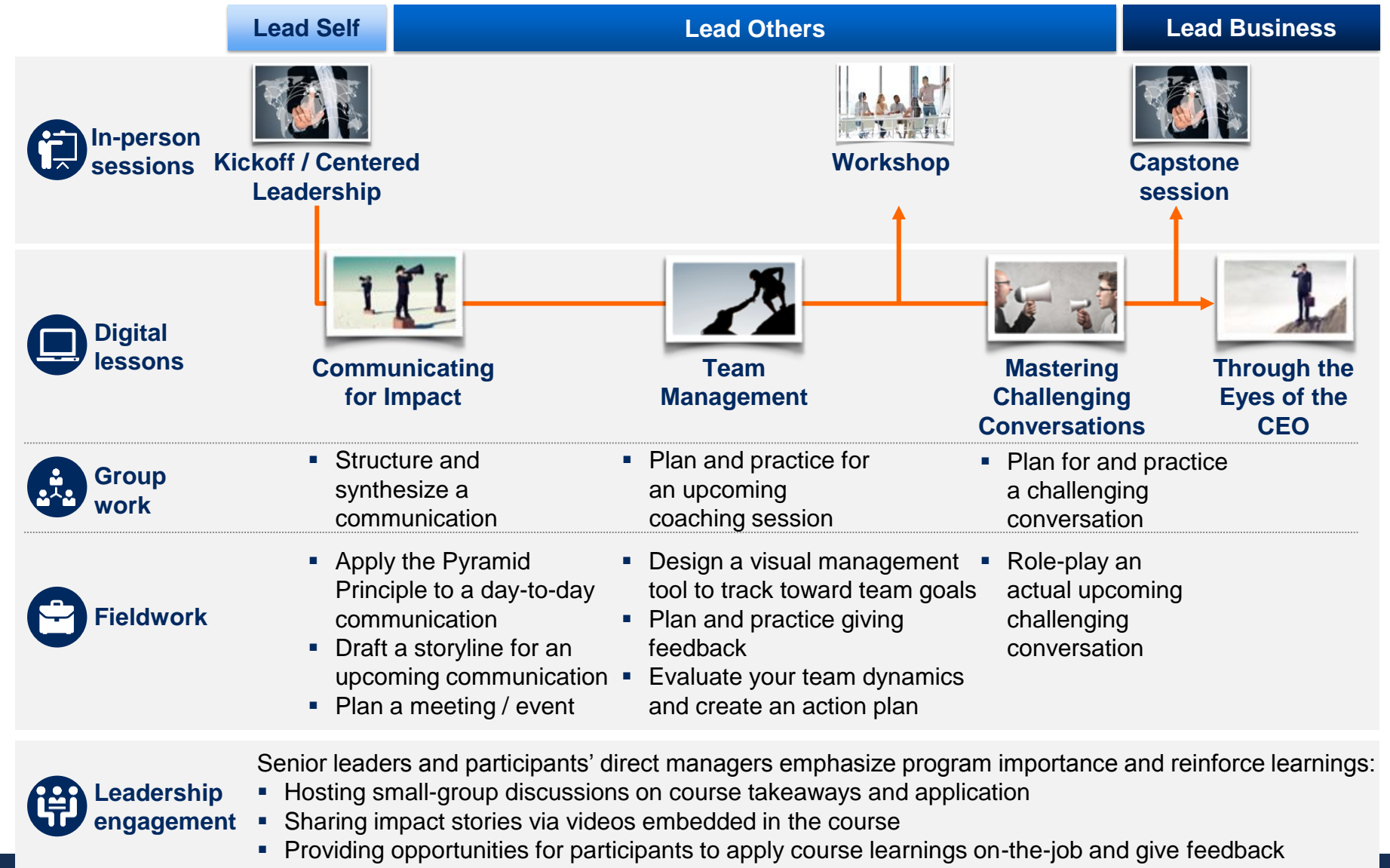
### Mastering Challenging Conversations

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

### Communicating for Impact

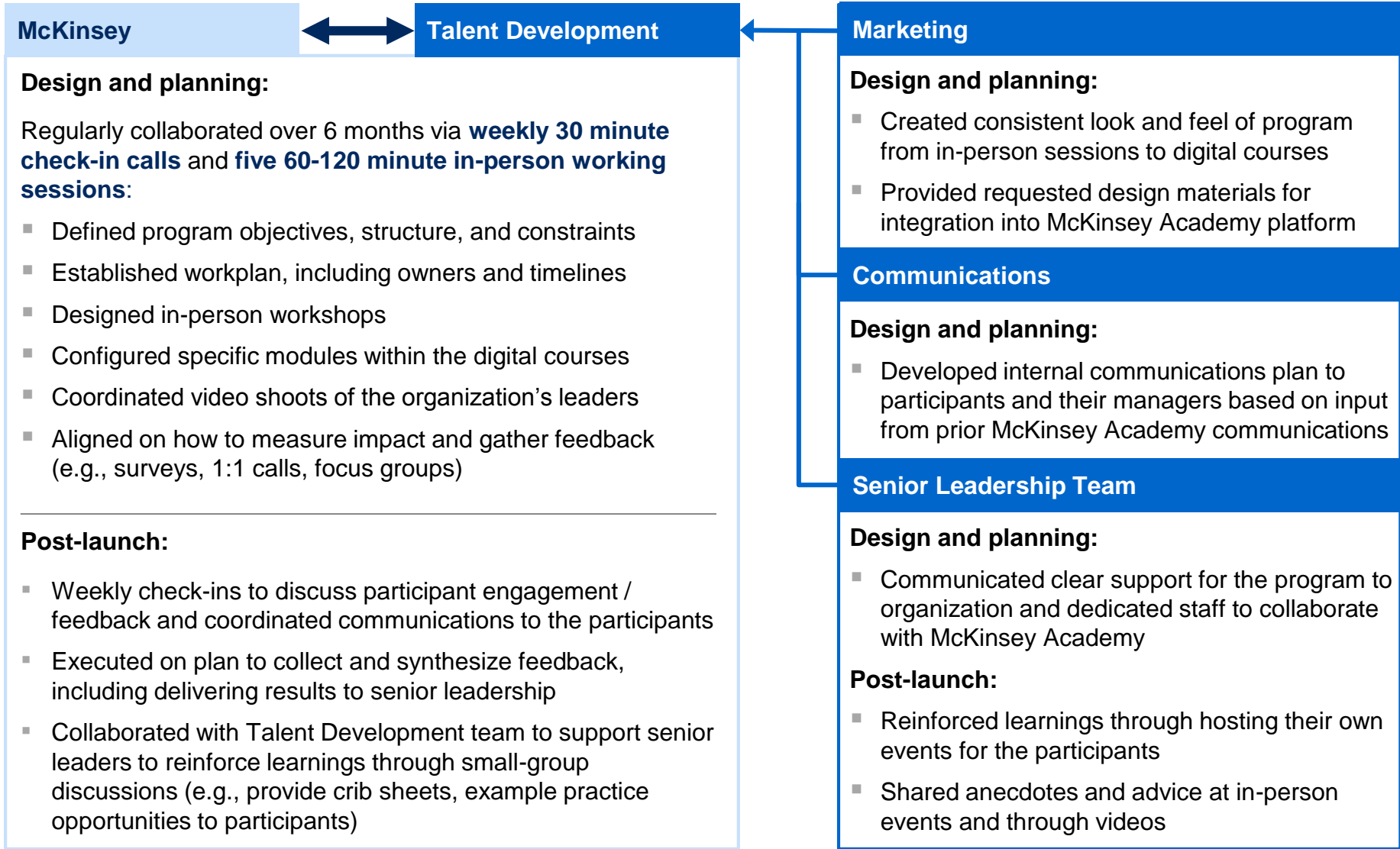
1. **Structure logical arguments** with clear implications and facts to **support hypotheses**
2. Deliver harder-hitting, clear **top-down communications** across various **delivery channels** (e.g., charts, PowerPoints, emails)
3. Identify and **address the needs** and interests of key **stakeholders**, internal and external
4. **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



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

McKinsey Client





# 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**”