

McKinsey Women in Operations

Don't just come to work.
Come to change.



Welcome to the McKinsey Operations Practice

McKinsey & Company is the world's leading management consulting company, with more than 100 offices in over 60 countries.

We blend strategic thinking with hands-on implementation, developing and defining operation strategies to help our clients around the world solve their most critical problems.

We are the trusted advisor and counselor to many of the most influential businesses and institutions in the world. Our clients include 90 of the world's top 100 corporations and 45 national government, and the issues we tackle are no less diverse than our clients themselves.

We are problem solvers with a passion for excellence. We are intellectually curious and highly collaborative. We minimize hierarchy. We come from all over the world. Our backgrounds and areas of expertise are diverse; our collective experience is rich and varied.

"Don't just come to work. Come to change." reflects what the McKinsey experience has to offer. By tackling real challenges, we will help you reach your potential and make meaningful contributions to the world.

Excellence in operations establishes a decisive competitive difference for many of the world's most successful companies. The Operations Practice at McKinsey helps our clients transform every aspect of their operations, from product development to customer support.

Our work for clients can take many different forms.

- We give clients the tools to improve their performance with approaches like design-to-value, supplier development, and global sourcing
- We help clients improve their relationships with their customers, with better product designs, better services, and sales strategies
- We help clients develop knowledge and skills to improve their performance through targeted training and capability building programs
- We help clients set the right course for the future by designing smarter, more flexible supply chains, for example, or building responsible global production networks

Our impact is seen in dramatic improvements in efficiency, productivity, quality, and flexibility, giving our clients the tools they need to dazzle their customers, delight their employees, and develop an advantage over their competitors.

Operations practice consultants learn leading-edge operations and consulting skills through our formal Operations Academy training curriculum and hone them through on-the-job apprenticeship.

The world is racing ahead faster than ever. Business shifts in a blink. A tiny protest movement creates huge regional changes.

Across the world, challenges that didn't exist a few years ago now present remarkable opportunities for creative solutions.

There isn't a more exciting time than right now to put your talents to work—or a better place to take on interesting projects that will make a difference.

Welcome to McKinsey

The thrill of real challenges.

Your growth is mission-critical.

Working together sets us apart.



Shannon S, Leader, Chicago

Why I chose to join McKinsey's Operations Practice:

I am passionate about Operations, and this is a great place to experience tough Ops challenges in a wide variety of settings.

Background/experience prior to McK:

Prior to working at McKinsey, I was a leader in manufacturing operations at GE Aviation. I earned my BS in Industrial Engineering from Cornell University and my MBA from Fisher at The Ohio State University.

Favorite Operations project:

I was staffed on a really cool Lean Manufacturing transformation, literally around the world. I had the opportunity to work side by side with executives and front line ops leaders to roll out the lean transformation at multiple sites

in the U.S., Japan, and Italy. The ability to influence others is critical to driving change in organizations, and this project was a unique opportunity for me to navigate a variety of organizational cultures.

Best interview tips for candidates:

Talk about something you are excited about. What are you doing when you are at your best? Remember that you are interviewing McKinsey too, and it's important to make sure the firm is a place where you can pursue your passions, grow with others, and be entrepreneurial in a domain that you love.

Passions/hobbies:

Running is a hobby of mine - it's a great way to decompress, really easy to do while traveling, and can be a nice excuse to tour new places.



Katie K, Associate, New Jersey

Why I chose to join McKinsey's Operations Practice:

McKinsey's Operations Practice offers the unique opportunity to work with a wide range of companies and industries and serve clients in a variety of operations topics. This broad operations exposure creates experience and learning opportunities that are unrivaled.

Background/experience prior to McK:

I received my undergraduate degree in Chemical Engineering from Lehigh University. After graduation, I worked at a large pharmaceutical company, where I held several roles in manufacturing and operations management. In my most recent role I managed the start-up and licensing of a new vaccine manufacturing facility. While working, I also went back to school part time and received my MBA from Villanova University.

Favorite Operations project:

One of my favorite Ops projects was a lean transformation we did at pharmaceutical company. I got to work with all levels of the organization, from operators on the shop floor, to site directors and senior management, helping them improve their operations and overall business.

Best interview tips for candidates:

As an experienced professional, you have lots of skills and experiences that would be very valuable to clients. It is important to demonstrate that during the experience interview. But be sure to be prepared for the case interview as well! This is unique to the McKinsey interview, so practice the example cases McKinsey provides and brush up on your mental math!

Passions/hobbies:

Traveling, yoga, and wine tasting!



Kimberly B, Associate Principal, Chicago

Why I chose to join McKinsey's Operations Practice:

I enjoy seeing client impact and being there with them through it all (good and bad experiences). I think that builds much stronger and personal relationships

Background/experience prior to McK:

I worked in Automotive for 11 years (Chrysler and BorgWarner) in various functions from Engineering to P&L management

Favorite Operations project:

A Product Design-to-Value study for an industrial and consumer tools manufacturer. Although the choice is really tough (I have had a lot of great experiences), this one stands out because it was some of the greatest client impact I've seen

- true transformation from skeptical to "evangelical" client who, 2 years later, still practices and raves about it. We also had a really great team that had passion for what they were doing and managed to have a lot of fun while doing it, and a terrific client that put the right number of resources and bought into a transformation at the highest levels of leadership

Best interview tips for candidates:

Be genuine - your personality coming through is the best way to impress someone. It also shows you are very comfortable in your own skin which is invaluable in this business

Passions/hobbies:

I love to travel, cook, and take pictures. I also really love a very lazy brunch.



Alison J, Senior Expert, Washington DC

Why I chose to join McKinsey's Operations Practice:

What I enjoy most is working with clients to build capability and make positive changes happen in their organizations. That's where the Operations practice excels. Also, I can always rely on my colleagues in Operations to follow-through and deliver on commitments. We're no-nonsense people who know how to make things happen.

Background/experience prior to McK:

I came to McKinsey straight after earning my PhD in Chemistry. At McKinsey, I've had a wide range of roles, from generalist consultant in our Atlanta office, to senior practice manager in our Financial Institutions practice, to senior expert in Operations.

Favorite Operations project:

It will always be my first one: We were figuring out how to help a regional bank adapt and improve performance in their check processing network, check volume had begun to decline and technologies were really changing the game. We had a very spirited client team, as illustrated by the site manager's decision to have 40 pies brought in for a celebration to mark the start of our "pie-lot."

Best interview tips for candidates:

Relax and be yourself.

Passions/hobbies:

Being outdoors, competitive swimming, cooking tasty food, anything with my kids.



Tricia W, Associate Principal, Toronto

Why I chose to join McKinsey's Operations Practice:

I was excited to work on important challenging problems and to quickly see how my work made a difference. I also felt an immediate connection to the people I met from the Operations Practice....I not only wanted to work with them but I looked forward to really getting to know them.

Background/experience prior to McK:

I am a chemical engineer by trade and then spent ~10yrs working for a manufacturing company where I had a chance to work in a wide variety of operations, account management and strategy roles. Many of these gave me exposure to markets outside

North America, including the chance to spend 2 years on assignment at a factory in Mexico.

Favorite Operations project:

As much as I love doing consumer goods work now one of my favourite projects was doing procurement work in the mining industry. My team built a model to help our client understand how much it should cost their suppliers to make explosives.

Best interview tips for candidates:

Relax, be yourself and let your real personality shine through in the discussion.

Passions/hobbies:

Anything outdoors and active: hiking, running, biking, skiing, surfing.



Patricia G, Senior Expert, Washington DC

Why I chose to join McKinsey's Operations Practice:

Before joining the Firm, I worked for a small consulting organization that gave me the opportunity to come across McKinsey teams. I was always very impressed with the quality of work and impact that the McKinsey teams delivered. So, when I decided to change jobs, my first thought was to look into opportunities with McKinsey.

Background/experience prior to McK:

I have a BS in Mechanical Engineering and a MBA. I worked for over 10 years in project management and 15 years in consulting before joining the firm. Immediately before joining the firm, I was the Vice President for Business Development for my former employer.

Favorite Operations project:

My favorite study always seems to be the one I am working on! This time, our study is

supporting a team turning around a multi-billion project that has incurred a major cost overrun and major schedule delay. Supporting this team gives me the opportunity to work very closely with the company and project leadership to close major organizational and governance gaps as well as to deal with technical and execution challenges. I love it!

Best interview tips for candidates:

During the interview process, make sure you ask as many questions as you need about the firm's culture, environment, career progression, work-life balance for women, etc. We would be delighted to share our perspective and experiences with regard to how to grow professionally in a place where everyone is super smart and still has time to enjoy our personal time with our partners, kids, pets, etc.

Passions/hobbies:

My hobbies are running, cooking, and planning vacations for my family.



Kimberly S, Engagement Manager, Detroit

Why I chose to join McKinsey's Operations Practice:

My heart was set on McKinsey Operations primarily because I wanted to work across a variety of industries on challenging topics that have meaningful and sustainable impact on organizations. McKinsey stood out to me as having both breadth and depth across Operations as well as a robust training program that would enable me to grow and develop.

Background/experience prior to McK:

Prior to joining McKinsey I spent 4 years at Deloitte Corporate Finance in investment banking focusing on mergers and acquisitions.

Favorite Operations project:

I'm a foodie, so it would have to be something food related! I spent 5 months serving a retail

company, focused on product development and strategic sourcing of key materials across their snack food assortment. Being in a team room filled with delicious snack foods while helping our client drive significant impact and building their capabilities was a lot of fun!

Best interview tips for candidates:

While frameworks can be important to structure a problem, always take a step back and ensure that your answer is logical. Rather than relying on a framework alone, I would ask myself, "If I was the CEO or VP of Operations of this company, how would I tackle this problem?". Treating the problem as a real life situation vs an interview case made it a lot easier for me to provide a comprehensive and logical answer.

Passions/hobbies:

Travel, tennis, cooking and spending time with family