

McKinsey Advanced Operations Group



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

About us

McKinsey & Company is a top global management consulting firm. We are the trusted advisers to the world's leading businesses, governments, and institutions. We work with leading organizations across the private, public, and social sectors. From strategy to implementation, we are committed to helping our clients develop their functional skills and boost performance for the long term. We are passionate about taking on immense challenges that matter to our clients and, often, to the world.

What is McKinsey's Advanced Operations Group?

McKinsey's Advanced Operations Group (AOG) is an exceptional team of accomplished professionals with deep functional and industry experience from the very best companies in the world. The AOG provides distinctive knowledge and capability support to ensure our clients receive the best solutions to their biggest challenges, and provides perspectives from multiple industries and functions that help our McKinsey teams drive their best results. The AOG works directly with the firm's clients and our Client Support Teams to develop and deploy the world's finest operations capabilities.

What is the AOG's purpose?

Operations is the fastest growing, and now largest practice, within McKinsey. Our clients look to us to provide deep expertise in their industry and/or functional areas and the AOG was created to satisfy that demand. With operations leaders from the world's top companies, the AOG is uniquely positioned to help lead McKinsey, as well as worldwide industries, in exceptional operational thinking and practice.

What types of roles does an AOG practitioner play?

AOG practitioners have an opportunity to develop deep and long-term relationships through working side by side with clients at all levels, while providing best-in-class operations capabilities and driving sustainable solutions to business problems and functional challenges. Specialists and Experts bring in-depth operations expertise and capabilities to identify and deliver world-class solutions to our clients' most critical challenges, as well as provide distinctive end-to-end support to ensure our clients achieve and sustain the full benefits of McKinsey's recommended changes. AOG consultants coach clients directly and take important leadership roles on teams, mentoring and developing the skills of generalist consultants.

What types of development opportunities will I have with the AOG?

You will have opportunities to learn and grow from experiences in client engagements as well as from direct training received through our firm. You will work alongside the very best in the industry, while growing both professionally and personally. Along with on-the-job experience, McKinsey dedicates significant time toward targeted training, from both industry and functional perspectives. Throughout your time at McKinsey, you will attend training sessions dedicated to

developing your consulting skills as well as your industry and functional knowledge: hands-on workshops that target building your expertise, group training led by some of the best thinkers in every industry and function, and deep-rooted networking within the AOG all drive your McKinsey experience and professional growth.

What makes me a good fit for the AOG?

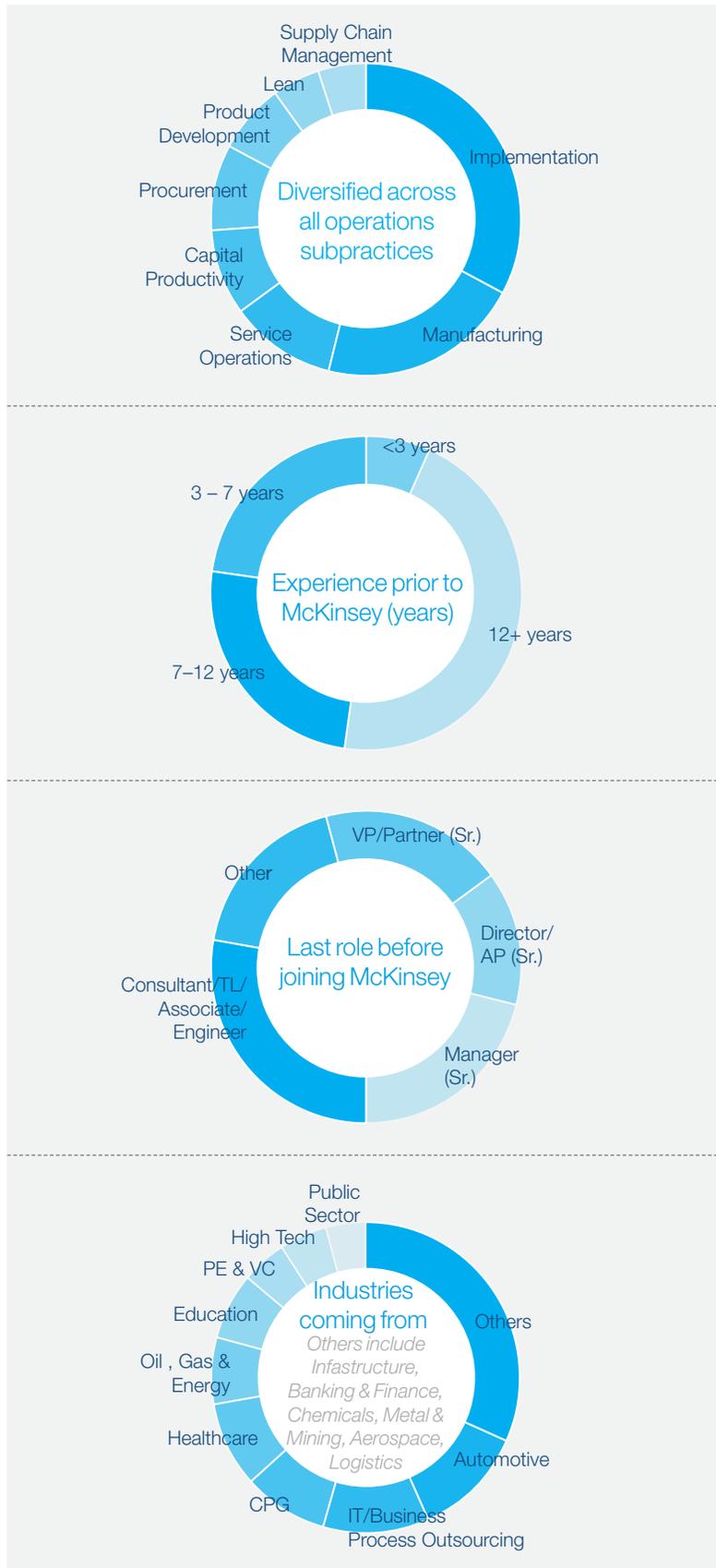
- You have deep and exceptional expertise and a desire to leverage your knowledge in a meaningful way
- You have a desire to continuously learn, build upon your strengths, and reach your potential by working in an unrivaled global network of exceptional operations problem solvers
- You want to pursue your passions and entrepreneurial drive by crafting cutting-edge solutions and tackling complex operational problems at leading global institutions
- You value an opportunity to experience real and lasting impact by supporting and coaching clients through the implementation of your ideas
- You enjoy developing deep and meaningful relationships by working collaboratively with clients in every engagement

What are we looking for in a competitive AOG practitioner?

- Significant transformational and industry experience in an operations environment, with a clear ability to drive strong results
- Ability to translate your knowledge and experience across unique client situations and among teams to drive operational improvements
- High level of energy and commitment to the continuous pursuit of your own learning and development
- Strong people skills and ability to engage across all levels of an organization, particularly the frontline
- Willingness to travel up to 80%

What does the AOG look like?

AOG snapshot



Meet a few of our AOG practitioners



John
Senior Expert, Manufacturing
Houston

Prior Experience

VP, Hess Corporation / General Manager, Corporation Oil / Various roles, Mobil Oil Corporation

Expertise Areas

Business-process management and outsourcing; oil and gas; Lean and Six Sigma in manufacturing and services; M&A; program management

Why McKinsey?

I wanted to be where the world's finest operations capabilities are developed and deployed and that place is McKinsey. This work is not for the weak of heart and it takes on operational challenges that can change the trajectory of global companies and the thousands of people they employ. For example: reopening a refinery last summer that had been closed (its closure had wiped out the few remaining industrial jobs in the area and decimated the local community). We helped create more than 2,000 temporary and 400 permanent jobs, and the plant continues to operate successfully today.

Experience at McKinsey

I get the opportunity to work with some of the brightest, most high-energy people on the planet. The clients that we serve are senior leaders in their organizations, responsible for solving big problems. We are given the opportunity to be their thought partners, providing deep insights using the full capabilities of the firm. I often marvel at the depth of knowledge and speed at which our research analysts, visual graphics, and other functions provide world-class materials in support of our studies. For example: we were given a very short period to prepare a board of directors presentation for a Fortune 100 company on the impact of growth in domestic energy production; the team was able to complete the assignment with great clarity and depth, exceeding all expectations.

Meet a few of our AOG practitioners



Jason

Senior
Implementation
Coach,
McKinsey
Implementation
Atlanta

Prior Experience

Operations Manager, General Electric Aviation / Consultant, St. Joseph Mercy Healthcare System (SJMHS) / Consultant, Woodward Governor

Expertise Areas

Lean manufacturing operations and implementation, organizational transformations, machining, quality systems, and crisis management

Why McKinsey?

My experience in industry highlights a personal passion for implementing sustainable transformations and a desire to be constantly challenged. McKinsey Implementation offered an experienced hire like me exactly what I wanted: the challenge of consulting with a laser-like focus on sustainable transformations.

Experience at McKinsey

Since joining the firm I have worked on several engagements: I spent a week sizing and validating a transformation valued at \$3.5 billion; another week I spent hiking through the woods, working on rail line (I love the outdoors), and more recently I am eight months in on a total production-system transformation for a Fortune 50 company. McKinsey has consistently challenged and inspired me as I work with executives and frontline leaders, and in diverse industries that I am passionate about. It is everything that I signed up for and more.



Patricia

Expert,
Capital
Productivity
**Washington,
DC**

Prior Experience

VP Venture Development, Independent Project Analysis, Inc (IPA) / Quality Manager, Spaw-Glass / Project Controls Engineer, Parsons Brinkerhoff

Expertise Areas

Capital productivity for global energy and materials (GEM) projects; project systems for the GEM process industry, from early development through execution

Why McKinsey?

After working 15 years at a small consulting company, I joined McKinsey because I wanted to have a larger impact on, and greater success for, my clients. For me, McKinsey was the best platform to increase my impact given the firm's access to the executive and board levels of major companies and the firm's ability to shape direction and make change happen.

Experience at McKinsey

After joining the firm, my experience has been much greater than what I anticipated, not only because of the firm's access to clients but also because of the deep commitment to clients' success. I literally "live" this deep commitment on a daily basis with my working teams. It is always a delight to be pushed to find not just a solution but the best solutions for our clients.



Deepak

Expert
Engagement
Manager,
Manufacturing
**Washington,
DC**

Prior Experience

Manager at Toyota's Operations management development division tasked with deploying lean at Toyota's plants and suppliers around the world.

Expertise Areas

Deploying lean in diverse environments from high volume low complexity manufacturing such as automotive, to low volume high complexity such as aerospace and defense

Why McKinsey?

At Toyota, I discovered my passion was of finding creative ways to run operations more efficiently. McKinsey was the natural choice to help me take my interests to more complex and challenging manufacturing environments. I particularly value McKinsey's culture which strongly promotes mentorship and personal development.

Experience at McKinsey

The diversity of my experience has been incredible - I have served clients that manufacture anything from breakfast foods to aircrafts. Not only did this test and develop my lean capabilities, it gave me opportunities to exercise leadership skills in new and creative ways. I leveraged my skills to drive big changes, enlisting the support of senior client leaders to drive sustainable improvements. This kind of development experience is something you get only at McKinsey.



Cecelia

Implementation
Coach,
McKinsey
Implementation
Silicon Valley

Prior Experience

Pediatric Nurse Practitioner, Health and Education for Haiti / Nurse Educator, Ethiopia Project of International Network for Cancer Treatment & Research / Pediatric Oncology Nurse, Georgetown University Hospital / Health & Development Volunteer, Peace Corps Ethiopia

Expertise Areas

Child and adolescent health with specialization in hematology/oncology and palliative care; public health; nursing professional development

Why McKinsey?

During my time as a pediatric nurse, I became accustomed to each day bringing new challenges. Though I loved the quick pace and ingenuity the role required, I felt my ability to create large-scale, meaningful change was limited. I chose McKinsey because the firm allows me the opportunity to work on dynamic teams serving a diverse range of clients—from frontline staff to hospital CEOs—to cooperatively formulate creative solutions tailored to the unique circumstances of each situation. At McKinsey, I have the chance to truly channel my knowledge and passion for health into something that has impact within the exciting and changing landscape of U.S. health care.

Experience at McKinsey

McKinsey is, without question, the people. Each and every individual I have met at the firm has a fascinating life story and, consequently, brings unique perspective and insights to every engagement. When you put a few of these men and women together on a team, you are inevitably going to have engaging dialogue and dynamic team interactions. I find it energizing to be surrounded by people who are never satisfied with the status quo. Every single one of my colleagues here challenges me to grow but also provides thoughtful support and feedback during that growth journey.

What should I do next to apply?

We encourage you to learn more by visiting the McKinsey web site at www.mckinsey.com/careers

For more information on the Operations Practice of McKinsey & Company, please visit our web site at www.mckinsey.com/Client_Service/Operations.aspx

To apply, please visit www.mckinsey.com/careers/how_do_i_apply/apply_now.aspx