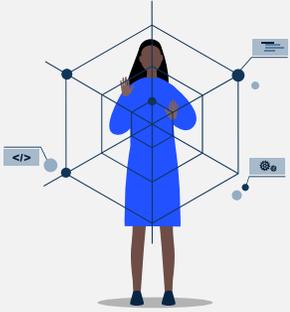


People Leadership Edge

Unlock the power of people leaders to
drive distinctive performance at scale

It's more imperative than ever that organizations invest in their people leaders to gain a performance edge



There is an undeniable connection between great **managers** and great **business results**

21X

Larger total shareholder returns for organizations in the top 25 percent of management practices compared to those in the bottom 25 percent¹



But most organizations are not tapping into the full potential of developing true **people leaders**

<25%

Of employees **perceive their leadership culture as inspiring** and fit for purpose²

75%

Of employees say their **immediate manager is the most stressful** part of their job³



Building **inclusive leadership capabilities** empowers leaders to get the best out of **all people** and unleash the **performance power** of the organization

2X

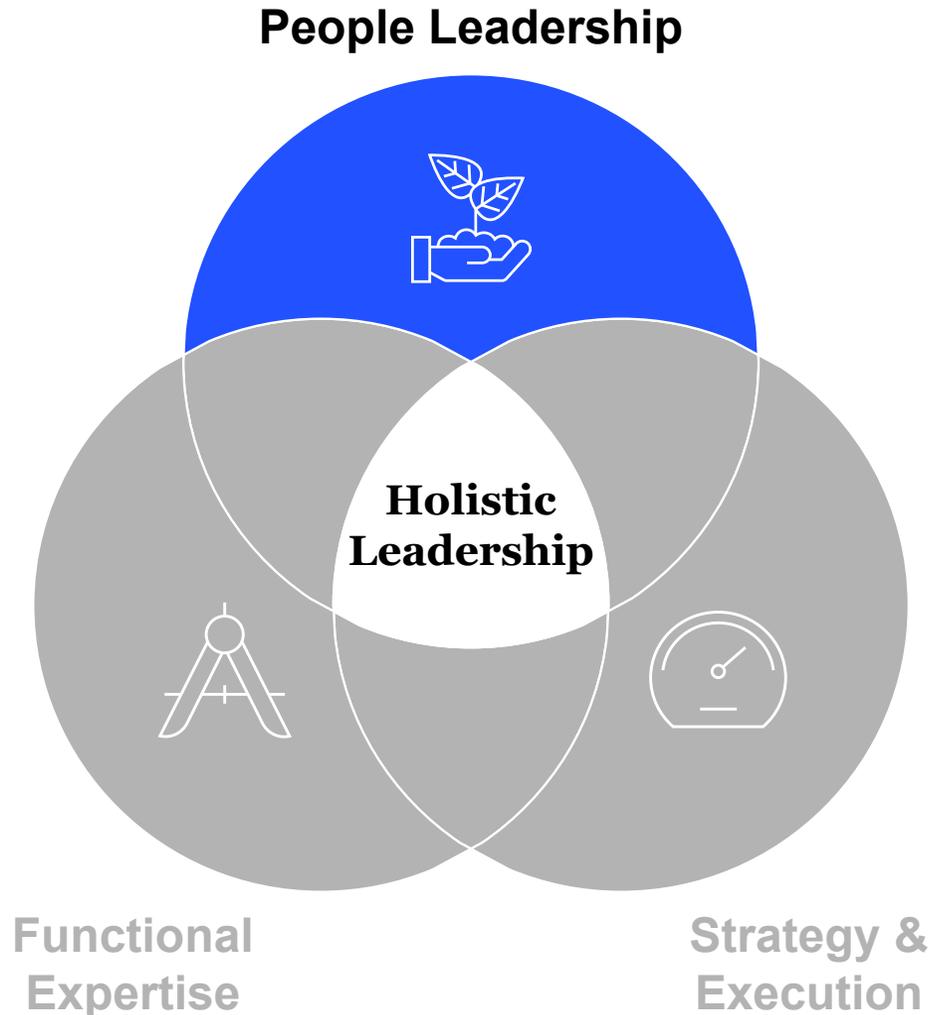
Increase in likelihood to **reach or surpass financial targets** if an organization has inclusive leaders versus organizations that do not⁴

76%

Reduction in attrition risk when organizations have inclusive leaders⁵

1. ["Rethinking the role of the middle manager"](#) (2024) *McKinsey Quarterly*
2. [McKinsey's State of Organizations](#) (2023)
3. ["Stress is killing you"](#) (August 2014) *Everest College*
4. [Deloitte insights](#) (2022)
5. ["What Makes an Inclusive Leader"](#) (2023) *Harvard Business Review*

McKinsey's People Leadership Edge (PLE) focuses on the people leadership competencies of a holistic leadership model



■ Focus of PLE

● How to motivate, inspire, and get the best out of people and teams

● How to establish a clear and effective direction and build a core toolkit for your team to successfully deliver

● How to deepen teams' functional knowledge and expertise

McKinsey offers programming across all components of leadership. Ask us about other options for a holistic journey.

Participants will walk away with skills and tools to help them lead through complexity and seize opportunities for innovation

People Leadership Edge (PLE) program journey on next slide

	Objectives	Topics covered
	Authentic self-leadership Understand unique leadership style to leverage strengths, identify blind spots and raise others up	<ul style="list-style-type: none">• Defining who you are as a leader• Identifying your “accidental diminishers” or behaviors that unintentionally limit team performance
	Innovation and performance Create environments that encourage everyone to bring their best ideas and promote healthy conflict, enabling teams to navigate and make the right decisions while leading in complex times	<ul style="list-style-type: none">• Building psychological safety to enable agility and innovation• Encouraging debate and hearing from divergent perspectives
	Organizational influence Manage through complexity and inspire others to implement new behaviors	<ul style="list-style-type: none">• Recognizing and highlighting moments where inspiring leadership is needed during moments of complexity• Building a resilient bench of leaders through inclusive mentorship and sponsorship

PLE is a 12-week journey that comprises immersive, expert-led virtual sessions, live peer group discussions, real-world practice, and self-paced digital modules

See detailed journey in appendix



Expert-led sessions

2hr virtual live sessions

Hear from expert speakers and discuss practical advice to bring leadership concepts to life

Other program components

Pre- and Post- Survey

360 survey on people leadership behaviors

Survey before and after journey to baseline and evaluate growth in leadership pillars

Individual Challenges

(3) offline assignments

Individual-led “challenges” to reflect on and apply concepts and tools to grow inclusion in your teams in real-time

Leadership Peer Boards

(3) 1hr virtual peer groups

Small group, participant-facilitated, peer coaching boards to debrief challenges and problem solve with cohort members

Digital Modules

(2) 1hr self-paced digital modules

Module 1: Increasing Awareness
Module 2: Fostering Learning Teams

Upskilling people leaders can be the critical unlock for complex and high stakes organizational contexts

Not exhaustive- common use cases

People Leadership Edge is a good fit for organizations who are:

Transforming



Embarking on or are in the midst of **significant organization-wide transformation or turn-around** that relies on a **broad set of distributed people leaders to deliver change or improve performance**



Executing a **re-organization resulting in the creation of new teams and working norms, requiring a sharp focus on people leadership excellence**

Scaling



Scaling or high growth, with a rapidly increasing people leadership base, who need to deliver on ambitious targets and goals



Missing a specific and common people leadership model for mid-level people leaders

Changing the culture



Seeking to drive innovation on teams by building the trust and psychological safety needed for new ideas and collaborative decision making



Driving needed cultural or org health improvements, which requires unlocking the effectiveness of mid-level leaders to motivate and inspire teams

McKinsey brings a proven methodology of building capabilities at scale

Through a combination of...

- Expert-led sessions to introduce concepts and generate discussion
- Real-time feedback mechanisms for growth and proficiency
- Practical application exercises to reinforce skills
- Emphasis on peer learning and connection

...we reskill thousands of people leaders to steward cultural change in their organizations

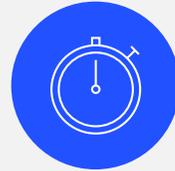
We've reached 1M+ participants through our capability building programs, across 80+ countries and 3,000+ organizations, receiving an average 98% recommendation rate

PLE: Getting Started

Participant profile

This program is designed for any mid-level managers to early-senior people leaders; e.g.:

- Managers with direct reports
- Managers with oversight over teams running projects or major initiatives
- High-performing people leaders and leaders who set culture standards
- New people leaders who have grounding in performance management fundamentals



Time commitment

18 hours over 12 weeks (roughly 1-2 hours per week, 6 hours per month)



Program dates

Visit our website to check availability



Program fees

Fee packages are based on the number of participants and can be spread across annual cohort cycles



Organizational commitment

Each organization must designate a "Program Champion" to work with our team to ensure strong participant experience and organizational impact



To get started, visit our [website](#), or email us at: People-Leadership-Edge@mckinsey.com

Disclaimer

McKinsey & Company does not provide legal, tax, or other regulatory advice, and no element of your organization's participation in McKinsey's capability building programs or any related services (collectively, the "Offerings"), constitutes such advice. Your organization is solely responsible for all decisions, including those related to your personnel or the selection process you use for any Offerings, as well as compliance with applicable laws, rules and regulations. You may want to consult with your own advisors for advice on legal, tax, or other regulatory matters, including any legal implications of any considered analyses or options. Participation or involvement in the Offerings does not serve as McKinsey's agreement with, endorsement of, or confirmation of a decision taken by your organization regarding your personnel or otherwise with regards to your organization. McKinsey does not supplant your organization's management or other decision-making bodies and does not guarantee results.

The present document contains confidential and proprietary information of McKinsey & Company. This document is for your organization's internal use only and should not be shared or used with anyone other than your organization. Any conclusions, insights and concepts, suggestions or findings in it are for your organization's consideration and subject to its final decision. Your organization is solely responsible for its use of these materials and any legal and fiscal implications of considered options.

Appendix

Detailed look at PLE's learning journey



Session 1: Authentic self leadership

Understand **unique leadership style** to **leverage strengths**, **identify blind spots** and **raise others up**

- Defining who you are as a leader
- Identifying your accidental diminishers

Pre-Program Leadership Behavior 360 survey

Individual Challenges

Individual-led “challenges” to reflect on and apply concepts and tools to grow inclusion in your teams in real-time, deployed after each live session



Session 2: Innovation and performance

Create environments that **encourage everyone to bring their best ideas** and **promote healthy conflict** that gets to the **right decision**

- Establishing team norms and encouraging collaboration through periodic ‘team talks’
- Building psychological safety
- Encouraging debate and hearing from divergent perspectives

Leadership Peer Boards

Small group, participant-facilitated, peer coaching boards to debrief challenges and leverage opportunities to problem solve with cross-organization peers, 1 hr long each



Session 3: Deep dive into LB360

Reflect on the insights from the pre-program LB360 survey to **craft an actionable and personalized development plan**

- Develop a clear understanding of the LB360 competencies
- Extract insights from peer feedback to highlight strengths and improvement areas



Session 4: Organizational influence

Manage through complexity and **inspire others to implement new behaviors**

- Recognizing and responding in moments where inspiring leadership is needed
- Developing leaders through mentorship and sponsorship

Post-Program Leadership Behavior 360 survey

Digital Modules

Adaptability and Resilience:

Module 1: Increasing Awareness

Module 2: Fostering Learning Teams

People Leadership Edge (PLE) journey

Example visualization for a 12-week (~3-month) virtual journey

