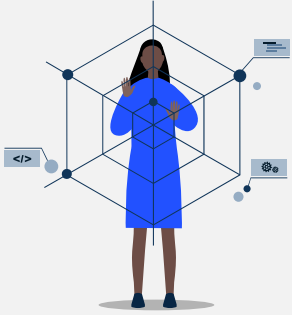McKinsey & Company

People Leadership Edge

Unlock the power of people leaders to drive distinctive performance at scale
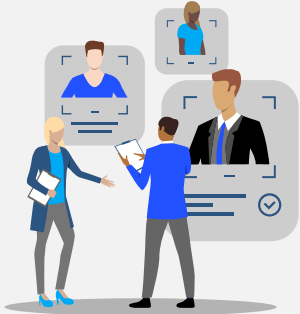
It's more imperative than ever that organizations invest in their people leaders to gain a performance edge

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 percent[1]

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 purpose[2]

75%

Of employees say their **immediate manager is the most stressful** part of their job[3]

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 not[4]

76%

**Reduction in attrition risk when** organizations have inclusive leaders[5]

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

Holistic leadership model
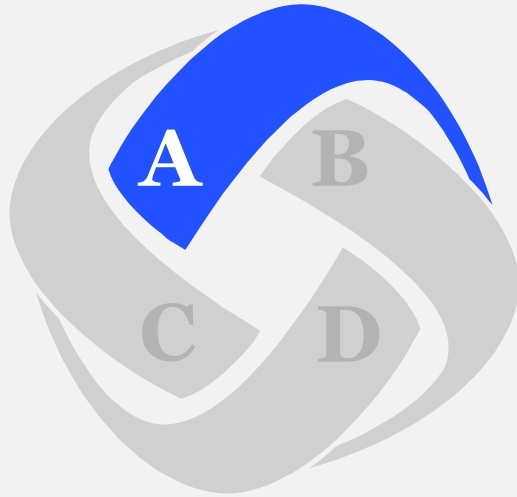
A **People leadership**

Mindsets, skillsets and behaviors to effectively motivate, drive collaboration, and enhance team performance, e.g.,

- Defining accidental diminishers
- Building psychological safety
- Developing leaders through mentorship and sponsorship

B **Strategic**

Visionary mindset to lead organizations and external stakeholders

C **Managerial**

Toolkits to "get the work done" in an effective and efficient manner

D **Technical**

Building a high level of expertise tied to functional knowledge needed for your job

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 they can put into practice immediately

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	• 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 that gets to the right decision	• Encouraging collaboration by establishing clear team norms • Building psychological safety • Encouraging debate and hearing from divergent perspectives
	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

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

(1) **Authentic self leadership**

(2) **Innovation and performance**

(3) **Organizational influence**

(4) **Action insights and make commitments**

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

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)
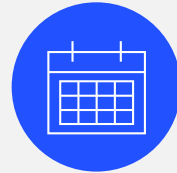
Program dates Visit our website to check availability
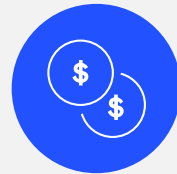
Program fees Fee packages are based on the number of participants and can be spread across annual cohort cycles

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

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Appendix

Detailed look at PLE's learning journey

1 — **2** — **3** — **4**

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

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

Session 3: 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

Session 4: Action insights and make commitments

Celebrate and set next steps to action on insights emerged from the program

Pre-Program Leadership Behavior 360 survey

Post-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

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
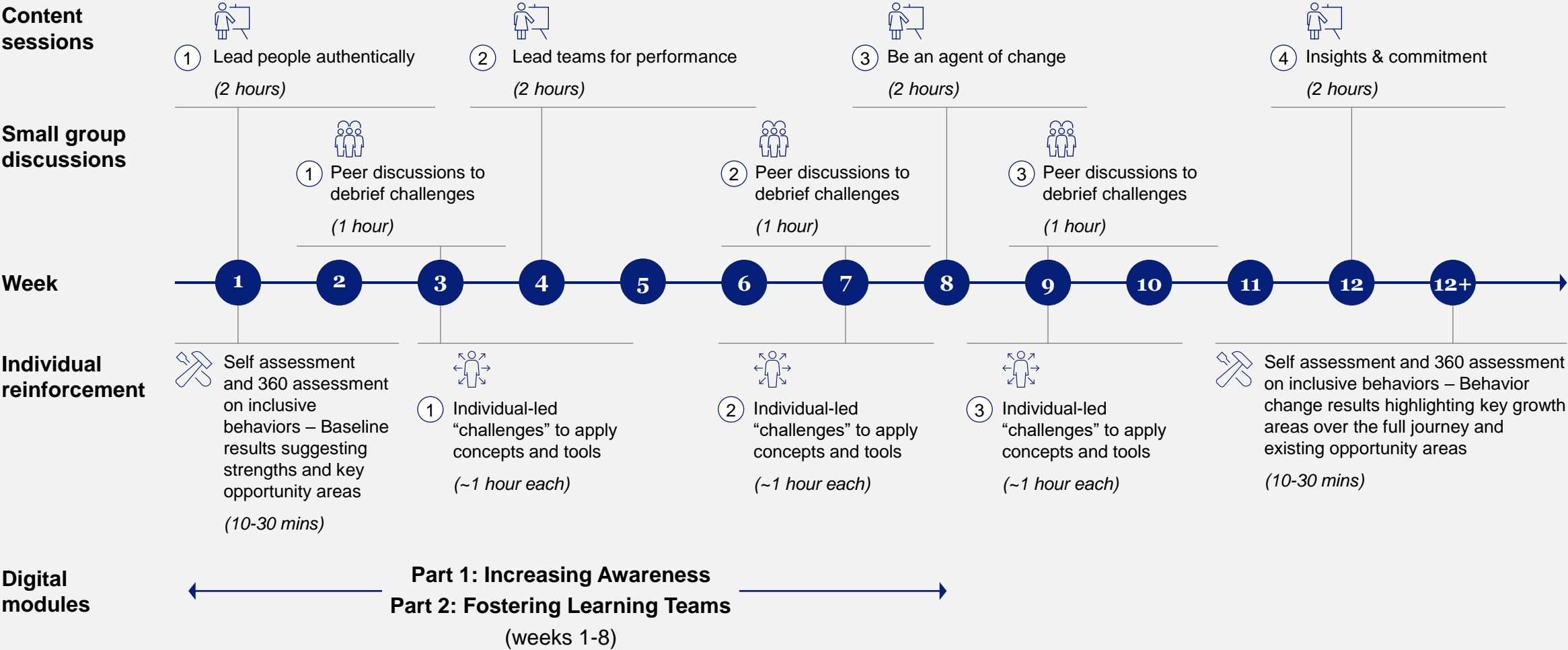
Digital Modules

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

Content sessions

① Lead people authentically

(2 hours)

② Lead teams for performance

(2 hours)

③ Be an agent of change

(2 hours)

④ Insights & commitment

(2 hours)

Small group discussions

① Peer discussions to debrief challenges

(1 hour)

② Peer discussions to debrief challenges

(1 hour)

③ Peer discussions to debrief challenges

(1 hour)

Week

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 12+ |

Individual reinforcement

Self assessment and 360 assessment on inclusive behaviors – Baseline results suggesting strengths and key opportunity areas

(10-30 mins)

① Individual-led "challenges" to apply concepts and tools

(~1 hour each)

② Individual-led "challenges" to apply concepts and tools

(~1 hour each)

③ Individual-led "challenges" to apply concepts and tools

(~1 hour each)

Self assessment and 360 assessment on inclusive behaviors – Behavior change results highlighting key growth areas over the full journey and existing opportunity areas

(10-30 mins)

Digital modules

← **Part 1: Increasing Awareness**

Part 2: Fostering Learning Teams

(weeks 1-8) →

PLE is the answer for organizations across a variety of contexts where people leadership is a critical factor of success

Embarking on or in the midst of significant organizational transformation (e.g., M&A, re-org)

Driving a cultural transformation to change mindsets and behaviors

Breaking down silos across teams to create more connectivity, efficiency or innovation (e.g., hybrid, global cross-functional teams)

Rapidly growing organizations who need to scale critical leadership capabilities

Turning around leadership performance gaps or team hot spots

Skilling new people leaders with a robust and common foundation