

From Science To Operations Mckinsey

NEW YORK TIMES BESTSELLER WALL STREET JOURNAL BESTSELLER The Globe and Mail Top Leadership and Management Book Forbes Top Creative Leadership Book From the visionary head of Google's innovative People Operations comes a groundbreaking inquiry into the philosophy of work—and a blueprint for attracting the most spectacular talent to your business and ensuring that they succeed. "We spend more time working than doing anything else in life. It's not right that the experience of work should be so demotivating and dehumanizing." So says Laszlo Bock, former head of People Operations at the company that transformed how the world interacts with knowledge. This insight is the heart of *WORK RULES!*, a compelling and surprisingly playful manifesto that offers lessons including: Take away managers' power over employees Learn from your best employees—and your worst Hire only people who are smarter than you are, no matter how long it takes to find them Pay unfairly (it's more fair!) Don't trust your gut: Use data to predict and shape the future Default to open—be transparent and welcome feedback If you're comfortable with the amount of freedom you've given your employees, you haven't gone far enough. Drawing on the latest research in behavioral economics and a profound grasp of human psychology, *WORK RULES!* also provides teaching examples from a range of industries—including lauded companies that happen to be hideous places to work and little-known companies that achieve spectacular results by valuing and listening to their employees. Bock takes us inside one of history's most explosively successful businesses to reveal why Google is consistently rated one of the best places to work in the world, distilling 15 years of intensive worker R&D into principles that are easy to put into action, whether you're a team of one or a team of thousands. *WORK RULES!* shows how to strike a balance between creativity and structure, leading to success you can measure in quality of life as well as market share. Read it to build a better company from within rather than from above; read it to reawaken your joy in what you do.

"This 10-volume compilation of authoritative, research-based articles contributed by thousands of researchers and experts from all over the world emphasized modern issues and the presentation of potential opportunities, prospective solutions, and future directions in the field of information science and technology"—Provided by publisher.

World War II is usually seen as a titanic land battle, decided by mass armies, most importantly those on the Eastern Front. Phillips Payson O'Brien shows us the war in a completely different light. In this compelling new history of the Allied path to victory, he argues that in terms of production, technology and economic power, the war was far more a contest of air and sea than land supremacy. He shows how the Allies developed a predominance of air and sea power which put unbearable pressure on Germany and Japan's entire war-fighting machine from Europe and the Mediterranean to the Pacific. Air and sea power dramatically expanded the area of battle and allowed the Allies to destroy over half the Axis' equipment before it had even reached the traditional 'battlefield'. Battles such as El Alamein, Stalingrad and Kursk did not win World War II; air and sea power did.

print on demand

Global production and purchasing operations create a platform for entry into new markets. However, it takes considerable effort to plan and implement a sustainable globalization strategy; this book will help in that task. The wealth of experience and analysis featured in this book is the result of an extensive survey among leading manufacturing companies as well as countless discussions with executives who have personally wrestled with the issues of "going global." The book treats the whole range of management challenges. In breadth and depth, the insights it offers surpass what a manager or most individual companies could acquire on their own.

"a provocative new book" -- The New York Times AI-centric organizations exhibit a new operating architecture, redefining how they create, capture, share, and deliver value. Marco Iansiti and Karim R. Lakhani show how reinventing the firm around data, analytics, and AI removes traditional constraints on scale, scope, and learning that have restricted business growth for hundreds of years. From Airbnb to Ant Financial, Microsoft to Amazon, research shows how AI-driven processes are vastly more scalable than traditional processes, allow massive scope increase, enabling companies to straddle industry boundaries, and create powerful opportunities for learning—to drive ever more accurate, complex, and sophisticated predictions. When traditional operating constraints are removed, strategy becomes a whole new game, one whose rules and likely outcomes this book will make clear. Iansiti and Lakhani: Present a framework for rethinking business and operating models Explain how "collisions" between AI-driven/digital and traditional/analog firms are reshaping competition, altering the structure of our economy, and forcing traditional companies to rearchitect their operating models Explain the opportunities and risks created by digital firms Describe the new challenges and responsibilities for the leaders of both digital and traditional firms Packed with examples—including many from the most powerful and innovative global, AI-driven competitors—and based on research in hundreds of firms across many sectors, this is your essential guide for rethinking how your firm competes and operates in the era of AI.

Big Data is the biggest game-changing opportunity for marketing and sales since the Internet went mainstream almost 20 years ago. The data big bang has unleashed torrents of terabytes about everything from customer behaviors to weather patterns to demographic consumer shifts in emerging markets. This collection of articles, videos, interviews, and slideshares highlights the most important lessons for companies looking to turn data into above-market growth: Using analytics to identify valuable business opportunities from the data to drive decisions and improve marketing return on investment (MROI) Turning those insights into well-designed products and offers that delight customers Delivering those products and offers effectively to the marketplace. The goldmine of data represents a pivot-point moment for marketing and sales leaders. Companies that inject big data and analytics into their operations show productivity rates and profitability that are 5 percent to 6 percent higher than those of their peers. That's an advantage no company can afford to ignore.

The secret of achieving and sustaining organizational excellence revealed In an ever-changing world where only a third of excellent organizations stay that way over the long term, and where even fewer are able to implement successful change programs, leaders are in need of big ideas and new tools to thrive. In *Beyond Performance*, McKinsey & Company's Scott Keller and Colin Price give you everything you need to build an organization that can execute in the short run and has the vitality to prosper over the long term. Drawing on the most exhaustive research effort of its kind on organizational effectiveness and change management, Keller and Price put hard science behind their big idea: that the health of an organization is equally as important as its performance. In the book's foreword, management guru Gary Hamel refers to this notion as "a new manifesto for thinking about organizations." The authors illustrate why copying management best practices from other companies is more dangerous than helpful Clearly explains how to determine the mutually reinforcing combination of management practices that best fits your organization's context Provides practical tools to achieve superior levels of performance and health through a staged change process: aspire, assess, architect, act, and advance. Among these are new techniques for dealing with those aspects of human behavior that are seemingly irrational (and therefore confound even the smartest leaders), yet entirely predictable Ultimately, building a healthy organization is an intangible asset that competitors copy at their peril and that enables you to skillfully adapt to and shape your environment faster than others—giving you the ultimate competitive advantage.

The challenges facing today's sales executives and their organizations continue to grow, but so do the expectations that they will find ways to overcome them and drive consistent sales growth. There are no simple solutions to this situation, but in this thoroughly updated Second Edition of *Sales Growth*, experts from McKinsey & Company build on their practical blueprint for achieving this goal and explore what world-class sales executives are doing right now to find growth and capture it—as well as how they are creating the capabilities to keep growing in the future. Based on discussions with more than 200 of today's most successful global sales leaders from a wide array of organizations and industries, *Sales Growth* puts the experiences of these professionals in perspective and offers real-life examples of how they've overcome

the challenges encountered in the quest for growth. The book, broken down into five overarching strategies for successful sales growth, shares valuable lessons on everything from how to beat the competition by looking forward, to turning deep insights into simple messages for the front line. Page by page, you'll learn how sales executives are digging deeper than ever to find untapped growth, maximizing emerging markets opportunities, and powering growth through digital sales. You'll also discover what it takes to find big growth in big data, develop the right "sales DNA" in your organization, and improve channel performance. Three new chapters look at why presales deserve more attention, how to get the most out of marketing, and how technology and outsourcing could entirely reshape the sales function. Twenty new standalone interviews have been added to those from the first edition, so there are now in-depth insights from sales leaders at Adidas, Alcoa, Allianz, American Express, BMW, Cargill, Caterpillar, Cisco, Coca-Cola Enterprises, Deutsche Bank, EMC, Essent, Google, Grainger, Hewlett Packard Enterprise, Intesa Sanpaolo, Itaú Unibanco, Lattice Engines, Mars, Merck, Nissan, P&G, Pioneer Hi-Bred, Salesforce, Samsung, Schneider Electric, Siemens, SWIFT, UPS, VimpelCom, Vodafone, and Würth. Their stories, as well as numerous case studies, touch on some of the most essential elements of sales, from adapting channels to meet changing customer needs to optimizing sales operations and technology, developing sales talent and capabilities, and effectively leading the way to sales growth. Engaging and informative, this timely book details proven approaches to tangible top-line growth and an improved bottom line. Created specifically for sales executives, it will put you in a better position to drive sales growth in today's competitive market.

Complex problem solving is the core skill for 21st Century Teams Complex problem solving is at the very top of the list of essential skills for career progression in the modern world. But how problem solving is taught in our schools, universities, businesses and organizations comes up short. In *Bulletproof Problem Solving: The One Skill That Changes Everything* you'll learn the seven-step systematic approach to creative problem solving developed in top consulting firms that will work in any field or industry, turning you into a highly sought-after bulletproof problem solver who can tackle challenges that others balk at. The problem-solving technique outlined in this book is based on a highly visual, logic-tree method that can be applied to everything from everyday decisions to strategic issues in business to global social challenges. The authors, with decades of experience at McKinsey and Company, provide 30 detailed, real-world examples, so you can see exactly how the technique works in action. With this bulletproof approach to defining, unpacking, understanding, and ultimately solving problems, you'll have a personal superpower for developing compelling solutions in your workplace. Discover the time-tested 7-step technique to problem solving that top consulting professionals employ Learn how a simple visual system can help you break down and understand the component parts of even the most complex problems Build team brainstorming techniques that fight cognitive bias, streamline workplanning, and speed solutions Know when and how to employ modern analytic tools and techniques from machine learning to game theory Learn how to structure and communicate your findings to convince audiences and compel action The secrets revealed in *Bulletproof Problem Solving* will transform the way you approach problems and take you to the next level of business and personal success.

"International Institute for Analytics"--Dust jacket.

From Science to Operations Questions, Choices, and Strategies for Success in Biopharma Introduction to Biomanufacturing

This remarkable volume highlights the importance of Production and Operations Management (POM) as a field of study and research contributing to substantial business and social growth. The editors emphasize how POM works with a range of systems—agriculture, disaster management, e-commerce, healthcare, hospitality, military systems, not-for-profit, retail, sports, sustainability, telecommunications, and transport—and how it contributes to the growth of each. Martin K. Starr and Sushil K. Gupta gather an international team of experts to provide researchers and students with a panoramic vision of the field. Divided into eight parts, the book presents the history of POM, and establishes the foundation upon which POM has been built while also revisiting and revitalizing topics that have long been essential. It examines the significance of processes and projects to the fundamental growth of the POM field. Critical emerging themes and new research are examined with open minds and this is followed by opportunities to interface with other business functions. Finally, the next era is discussed in ways that combine practical skill with philosophy in its analysis of POM, including traditional and nontraditional applications, before concluding with the editors' thoughts on the future of the discipline. Students of POM will find this a comprehensive, definitive resource on the state of the discipline and its future directions.

Today is a time of unparalleled excitement in the world of biopharmaceuticals. This book is a compendium of a tremendous body of knowledge, distilled into its most essential parts. Not only are there theoretical and conceptual ideas about biopharmaceutical manufacturing, but also content specific to skills and abilities. It serves as a well-paced guide for beginning learners as well as a cogent reference for seasoned biotechnology professionals alike. This book will help a new generation of students to become inspired and familiarize themselves with the theories, principles, and vernacular of biopharmaceutical production and all that it entails. A quick overview of contents include; Operational Excellence, Facilities, Metrology, Validation, Environmental Health & Safety (EHS), Quality Assurance, Microbiological Control, Quality Control Biochemistry, Upstream Processing, Downstream Processing, Process Development, and a Master Glossary.

TESTIMONIALS "One of the most important books of our times!" – Bernard Marr "An essential reading for anybody who cares about the future of work" – Arianna Huffington "This insightful and practical guidebook is instrumental for success in the Fourth Industrial Revolution" – Klaus Schwab, founder of the World Economic Forum "An insightful exploration of Intelligent Automation" – Dr. Kai-Fu Lee, Author of NYT Bestseller "AI Superpowers" "This field guide is essential reading" – Gartner "Masterful insight, this book is more relevant than ever" – HFS "This book needed to be written" – Forrester ABOUT THE BOOK This is the first book on Intelligent Automation (IA). Also called Hyperautomation, it is one of the most recent trends in the field of artificial intelligence. IA is a cutting-edge combination of methods and technologies, involving people, organizations, machine learning, low-code platforms, robotic process automation (RPA), and more. This book is for everyone – whether you are an experienced practitioner, new to the topic, or simply interested in what the future holds for enterprises, work, life, and society as a whole. Key content of the book: > What is Intelligent Automation (IA)? Why has the use of IA been expanding so rapidly? What are the benefits it unleashes for employees, companies, customers, and society? > How have leading organizations been able to harness the full potential of IA, at scale, and generate massive efficiency gains in the range of 20 to 60%? > How can IA save 10+ million lives per year, triple our global budget for education, eliminate hunger, help protect our planet, or increase the resilience of society to pandemics and crises? What you will get from this book: > Get the lessons learned from 100+ IA transformation successes (and failures) > Benefit from the largest publicly available library of 500+ IA use cases by industry and by business function > Gain access to insights garnered from 200+ IA industry experts Read more about this book: www.intelligentautomationbook.com and get it on Amazon:

<https://www.amazon.fr/dp/B08KFLY51Y> WHY THIS BOOK? While many books have been published on AI, machine learning, or robotics, a comprehensive reference guidebook had never yet been written on the topic of IA. Also, it seemed essential to us to work towards establishing IA as a field, with its own frameworks, use cases, methods, and critical success factors. ABOUT THE AUTHORS Pascal Bernet is a recognized global expert, thought leader, and pioneer in the field of intelligent automation (IA). He founded and led the IA practices for McKinsey & Company and Ernst & Young (EY), where he drove hundreds of IA transformations across industries. Bernet is a member of the Forbes Technology Council, and he was awarded Global Top Voice in Technology 2019. Ian Barkin is Chief Strategy & Marketing Officer at SYKES. He is a globally recognized thought leader and veteran in the IA space. Barkin co-founded Symphony Ventures, a pure-play IA consulting company providing cutting-edge services across all sectors. In 2018, the company was acquired for US\$69 million by SYKES, a NASDAQ-listed global leader. Dr. Jochen Wirtz is Vice-Dean MBA Programmes at the National University of Singapore Business School, and Professor of Marketing. He is a well-known and highly acclaimed author with more than 20 books published, including "Services Marketing -

People, Technology, Strategy". His research has been published in over 100 academic journal articles, and he received over 40 awards. "If more business books were as useful, concise, and just plain fun to read as THE MCKINSEY WAY, the business world would be a better place." --Julie Bick, best-selling author of ALL I REALLY NEED TO KNOW IN BUSINESS I LEARNED AT MICROSOFT. "Enlivened by witty anecdotes, THE MCKINSEY WAY contains valuable lessons on widely diverse topics such as marketing, interviewing, team-building, and brainstorming." --Paul H. Zipkin, Vice-Dean, The Fuqua School of Business It's been called "a breeding ground for gurus." McKinsey & Company is the gold-standard consulting firm whose alumni include titans such as "In Search of Excellence" author Tom Peters, Harvey Golub of American Express, and Japan's Kenichi Ohmae. When Fortune 100 corporations are stymied, it's the "McKinsey-ites" whom they call for help. In THE MCKINSEY WAY, former McKinsey associate Ethan Rasiel lifts the veil to show you how the secretive McKinsey works its magic, and helps you emulate the firm's well-honed practices in problem solving, communication, and management. He shows you how McKinsey-ites think about business problems and how they work at solving them, explaining the way McKinsey approaches every aspect of a task: How McKinsey recruits and molds its elite consultants; How to "sell without selling"; How to use facts, not fear them; Techniques to jump-start research and make brainstorming more productive; How to build and keep a team at the top its game; Powerful presentation methods, including the famous waterfall chart, rarely seen outside McKinsey; How to get ultimate "buy-in" to your findings; Survival tips for working in high-pressure organizations. Both a behind-the-scenes look at one of the most admired and secretive companies in the business world and a toolkit of problem-solving techniques without peer, THE MCKINSEY WAY is fascinating reading that empowers every business decision maker to become a better strategic player in any organization.

Data Science and Big Data Analytics is about harnessing the power of data for new insights. The book covers the breadth of activities and methods and tools that Data Scientists use. The content focuses on concepts, principles and practical applications that are applicable to any industry and technology environment, and the learning is supported and explained with examples that you can replicate using open-source software. This book will help you: Become a contributor on a data science team Deploy a structured lifecycle approach to data analytics problems Apply appropriate analytic techniques and tools to analyzing big data Learn how to tell a compelling story with data to drive business action Prepare for EMC Proven Professional Data Science Certification Corresponding data sets are available from the book's page at Wiley which you can find on the Wiley site by searching for the ISBN 9781118876138. Get started discovering, analyzing, visualizing, and presenting data in a meaningful way today!

Beat the odds with a bold strategy from McKinsey & Company "Every once in a while, a genuinely fresh approach to business strategy appears" – legendary business professor Richard Rumelt, UCLA McKinsey & Company's newest, most definitive, and most irreverent book on strategy—which thousands of executives are already using—is a must-read for all C-suite executives looking to create winning corporate strategies. Strategy Beyond the Hockey Stick is spearheading an empirical revolution in the field of strategy. Based on an extensive analysis of the key factors that drove the long-term performance of thousands of global companies, the book offers a ground-breaking formula that enables you to objectively assess your strategy's real odds of future success. "This book is fundamental. The principles laid out here, with compelling data, are a great way around the social pitfalls in strategy development." — Frans Van Houten, CEO, Royal Philips N.V. The authors have discovered that over a 10-year period, just 1 in 12 companies manage to jump from the middle tier of corporate performance—where 60% of companies reside, making very little economic profit—to the top quintile where 90% of global economic profit is made. This movement does not happen by magic—it depends on your company's current position, the trends it faces, and the big moves you make to give it the strongest chance of vaulting over the competition. This is not another strategy framework. Rather, Strategy Beyond the Hockey Stick shows, through empirical analysis and the experiences of dozens of companies that have successfully made multiple big moves, that to dramatically improve performance, you have to overcome incrementalism and corporate inertia. "A different kind of book—I couldn't put it down. Inspiring new insights on the facts of what it takes to move a company's performance, combined with practical advice on how to deal with real-life dynamics in management teams." —Jane Fraser, CEO, Citigroup Latin America

Doing data science is difficult. Projects are typically very dynamic with requirements that change as data understanding grows. The data itself arrives piecemeal, is added to, replaced, contains undiscovered flaws and comes from a variety of sources. Teams also have mixed skill sets and tooling is often limited. Despite these disruptions, a data science team must get off the ground fast and begin demonstrating value with traceable, tested work products. This is when you need Guerrilla Analytics. In this book, you will learn about: The Guerrilla Analytics Principles: simple rules of thumb for maintaining data provenance across the entire analytics life cycle from data extraction, through analysis to reporting. Reproducible, traceable analytics: how to design and implement work products that are reproducible, testable and stand up to external scrutiny. Practice tips and war stories: 90 practice tips and 16 war stories based on real-world project challenges encountered in consulting, pre-sales and research. Preparing for battle: how to set up your team's analytics environment in terms of tooling, skill sets, workflows and conventions. Data gymnastics: over a dozen analytics patterns that your team will encounter again and again in projects The Guerrilla Analytics Principles: simple rules of thumb for maintaining data provenance across the entire analytics life cycle from data extraction, through analysis to reporting Reproducible, traceable analytics: how to design and implement work products that are reproducible, testable and stand up to external scrutiny Practice tips and war stories: 90 practice tips and 16 war stories based on real-world project challenges encountered in consulting, pre-sales and research Preparing for battle: how to set up your team's analytics environment in terms of tooling, skill sets, workflows and conventions Data gymnastics: over a dozen analytics patterns that your team will encounter again and again in projects

Discover how to survive and thrive in an increasingly digital world Digital strategy should consist of more than just updating your business' desktop computers and buying the newest smartphones for your employees. It requires the reimagining of existing business processes and the implementation of the latest technologies into current business activity to enable new capabilities for your firm. In Decisively Digital: From Creating a Culture to Designing Strategy, digital strategy advisor and author Alexander Loth leverages his extensive experience working with Microsoft, CERN, and SAP to deliver a robust and accessible exploration of what it takes for a company to unlock the potential of new digital technologies. You'll discover how to: Utilize new technologies to establish a digital culture and realize the benefits of modern work for your employees Unleash the abilities that come with processing big data and taking advantage of data democracy, analytics, and cloud computing Implement artificial intelligence, blockchain, process automation, and IoT in a way that goes beyond the hype and delivers real business results Packed with interviews with industry leaders and real-world customer examples, Decisively Digital is ideal for CIOs, CDOs, and other executives and professionals who need to know how technology can improve their businesses and power results today and tomorrow.

You think you have a winning strategy. But do you? Executives are bombarded with bestselling ideas and best practices for achieving competitive advantage, but many of these ideas and practices contradict each other. Should you aim to be big or fast? Should you create a blue ocean, be adaptive, play to win—or forget about a sustainable competitive advantage altogether? In a business environment that is changing faster and becoming more uncertain and complex almost by the day, it's never been more important—or more difficult—to choose the right approach to strategy. In this book, The Boston Consulting Group's Martin Reeves, Knut Haanæs, and Janmejaya Sinha offer a proven method to determine the strategy approach that is best for your company. They start by helping you assess your business environment—how unpredictable it is, how much power you have to change it, and how harsh it is—a critical component of getting strategy right. They show how existing strategy approaches sort into five categories—Be Big, Be Fast, Be First, Be the Orchestrator, or simply Be Viable—depending on the extent of predictability, malleability, and harshness. In-depth explanations of each of these approaches will provide critical insight to help you match your approach to strategy to your environment, determine when and how to execute each one, and avoid a potentially fatal mismatch. Addressing your most pressing strategic challenges, you'll be able to answer questions such as: • What replaces planning when the annual cycle is obsolete? • When can we—and when should we—shape the game to our advantage? • How do we simultaneously implement different strategic approaches for different business units? • How do we manage the inherent contradictions in formulating and executing different strategies across multiple businesses and geographies? Until now, no book brings it all together and offers a practical tool for understanding which strategic approach to apply. Get started today.

"I had the privilege of working closely with Marvin and McKinsey for many years. This book makes Marvin come to life and perpetuates him as a role model." -Peter F. Drucker "A wonderful book about a wonderful man. In many ways, Marvin's McKinsey framed the hypotheses in our own search for excellence—for example, passion for values, belief in people as the prime resource, and willingness to let people experiment. As well as I thought I knew Marvin, however, this remarkable book, drawing on the collective memories of those who worked most closely with him, taught me a ton about how extraordinary the man really was and what made him that way. Many have called Drucker the man who invented management; I think history will conclude that both he and Marvin Bower share that pedestal." -Bob Waterman, coauthor of *In Search of Excellence* "Marvin Bower became a legend, not just within McKinsey & Company, but within professional services and the business world more broadly. In everything he did and said, he embodied the professional approach and the importance of values. This book sheds remarkable insight on a remarkable man and on the power of constancy of purpose." -Ian Davis, Worldwide Managing Director, McKinsey & Co. "It is as Marvin would have wanted it—simple, honest, fact-based, wonderful stories with a long-term perspective. An insightful read about the father of management consulting." -Lois Juliber, retired COO, Colgate-Palmolive "This book provides fascinating insight into the early days of modern management consulting. It is an extremely enlightening look at the origin of one of America's most important professions and one of America's most innovative leaders." -Thomas H. Lee, founder, Chairman, and President, Thomas H. Lee Partners L.P.

'From a firehose' is the book the author had fervently looked for when he started out in the consulting profession a couple of decades ago. It has taken him more years than he is willing to admit to research and complete this book. Fortunately, it provides tremendous insight into - and tangible value from - the consulting industry which has gone from strength to strength over the last century. A quick scan of the 'Table of Contents' will leave no doubt about the ROI (Return On Investment) of time, money, and effort that this book will deliver. In addition to consulting value, the book covers a wide range of hot business topics that are just not found anywhere else. The core chapters are primarily targeted towards five reader groups:- Current students who aspire to a career in the consulting industry- Consultants who are already making their way within this sector- Corporate professionals who would like to pursue consulting as a career- Management that has retained or is planning to hire a consulting company- Staff and managers that have been asked to work with consulting teams Each of the chapters and all the other content in this book will undoubtedly benefit any business professional who desires to leverage the vast value being generated by this profession every day, in every sector, industry, function and segment all over the globe. With topics that range from consulting frameworks and mnemonics to tips and techniques for consultants and clients alike, the book leverages a unique, deliverable-focused view of problem-solving and presents a detailed, thought-provoking take on consulting's future. Whether you are a student or consultant aspiring to build a career in the fast, fierce, and flourishing world of strategy and management consulting, or a current or potential client, you will find insights and value in every page of this book.

While many business schools are teaching Global Operations Strategy with self-made teaching materials, there are no such textbooks. Combining practical approaches with detailed theoretical underpinnings, this book provides theories, tools, frameworks, and techniques for global operations strategy, and brings real world perspectives to students and managers. Each chapter includes definition of key terms, introduction of fundamental theories, several short case examples, one long new case to explain the associated theories, and recommended further reading.

The acclaimed author of *Brute* recounts the life of the veteran U.S. Air Force pilot and innovative military strategist in this biography. John Boyd was arguably the greatest fighter pilot in American history. From the proving ground of the Korean War, he went on to win renown as the instructor who defeated—in less than forty seconds—every pilot who challenged him. But what made Boyd a man for the ages was what happened after he left the cockpit. A fighter on the ground as well as in the air, Boyd was relentless, brilliant, stubborn, and virtually always right. He managed to transform almost single-handedly the way military aircraft, particularly the F-15 and F-16, were designed. He then dedicated many lonely years to a radical theory of conflict that at the time was mostly ignored but now informs military activity around the globe and is acclaimed as the most influential thinking about conflict since Sun Tzu's *The Art of War*. Praise for Boyd "Boyd could not be more welcome. . . . It should be required reading for every American citizen." —Washington Post Book World "This engrossing biography should definitely be on the bedside table of all our current military leadership." —Andrew Cockburn, Los Angeles Times Book Review "A stunning biography . . . Coram traces how Boyd's ideas percolated into key centers of civilian and military decision making and led to a swift and decisive victory in Operation Desert Storm, and how his maneuverist doctrine foretold the type of terrorist tactics used on September 11." —Martin Edwin Andersen, *Insight*

The defining attributes of the 21st-century economy and fourth industrial revolution are innovation, technology, globalization, and a rapid pace of change. Therefore, an organization's capacity to enhance the capabilities of its workforce and create a culture of continuous learning are vital to remaining competitive. These trends make an effective learning-and-development (L&D) function more critical than ever. This compendium of articles, from L&D professionals at McKinsey & Company, discusses every facet of professional development and training—from ensuring that L&D's efforts are closely aligned with business strategy to elements of advancing the L&D function, designing learning solutions, deploying digital learning, executing flawlessly, measuring impact, and ensuring good governance. For L&D professionals seeking

to hone their organization's efforts, *Elevating Learning & Development: Insights and Practical Guidance from the Field* is the ideal resource. The number one guide to corporate valuation is back and better than ever. Thoroughly revised and expanded to reflect business conditions in today's volatile global economy, *Valuation, Fifth Edition* continues the tradition of its bestselling predecessors by providing up-to-date insights and practical advice on how to create, manage, and measure the value of an organization. Along with all new case studies that illustrate how valuation techniques and principles are applied in real-world situations, this comprehensive guide has been updated to reflect new developments in corporate finance, changes in accounting rules, and an enhanced global perspective. *Valuation, Fifth Edition* is filled with expert guidance that managers at all levels, investors, and students can use to enhance their understanding of this important discipline. Contains strategies for multi-business valuation and valuation for corporate restructuring, mergers, and acquisitions. Addresses how you can interpret the results of a valuation in light of a company's competitive situation. Also available: a book plus CD-ROM package (978-0-470-42469-8) as well as a stand-alone CD-ROM (978-0-470-42457-7) containing an interactive valuation DCF model. *Valuation, Fifth Edition* stands alone in this field with its reputation of quality and consistency. If you want to hone your valuation skills today and improve them for years to come, look no further than this book.

The development of biotechnological innovations is quickly becoming a globalized phenomenon as emerging nations are making major strides to compete with more developed economies. Though efforts to bridge the gap between emerging and developed nations have been successful, there are still many barriers that need to be overcome. *Comparative Approaches to Biotechnology Development and Use in Developed and Emerging Nations* evaluates the importance of manufacturing biotechnological products around the world. Highlighting a comparative analysis of public policies, technological policies, innovations, and marketing capabilities of developed and emerging nations, this publication is a pivotal reference source for government officers, policy makers, academics, and practitioners.

The Practice of Adaptive Leadership will help you think more clearly and execute better in a constantly shifting environment. It offers a comprehensive and systematic approach to candidly assessing the situation and yourself, and then taking action. Its wisdom and advice are drawn from the experiences of people like you, committed to advancing what you care about most. The book is anchored in the framework of adaptive leadership, but goes beyond the theory to provide a practical set of stories, diagrams, techniques, and activities that will help you both assess and address the toughest challenges that lie ahead. Dozens of tools and tactics are presented in an exciting, clear, and reader-friendly design.

Mentorship is a catalyst capable of unleashing one's potential for discovery, curiosity, and participation in STEMM and subsequently improving the training environment in which that STEMM potential is fostered. Mentoring relationships provide developmental spaces in which students' STEMM skills are honed and pathways into STEMM fields can be discovered. Because mentorship can be so influential in shaping the future STEMM workforce, its occurrence should not be left to chance or idiosyncratic implementation. There is a gap between what we know about effective mentoring and how it is practiced in higher education. *The Science of Effective Mentorship in STEMM* studies mentoring programs and practices at the undergraduate and graduate levels. It explores the importance of mentorship, the science of mentoring relationships, mentorship of underrepresented students in STEMM, mentorship structures and behaviors, and institutional cultures that support mentorship. This report and its complementary interactive guide present insights on effective programs and practices that can be adopted and adapted by institutions, departments, and individual faculty members.

In this book former McKinsey Partner Mickey Huibregtsen shares his vision and ideas with next generations of leaders. This book is relevant for managers at any level in any type of organization who aspire to "see the forest through the trees".

As the service sector expands into the global economy, a new science of service is emerging, one that is dedicated to encouraging service innovation by applying scientific understanding, engineering discipline, and management practice to designing, improving, and scaling service systems. *Handbook of Service Science* takes the first major steps to clarifying the definition, role, and future of this nascent field.

Incorporating work by scholars from across the spectrum of service research, the volume presents multidisciplinary perspectives on the nature and theory of service, on current research and practice in design, operations, delivery, and innovation of service, and on future opportunities and potential of service research. *Handbook of Service Science* provides a comprehensive reference suitable for a wide-reaching audience including researchers, practitioners, managers, and students who aspire to learn about or to create a deeper scientific foundation for service design and engineering, service experience and marketing, and service management and innovation.

"Original version of a #selfie: Taking a photo of yourself rather than having someone else take it for you. You try out various filters and select the one that makes you look your best. #Selfienomics version of a #selfie: reflecting on different aspects of your life and taking the initiative to improve so that you can be the best version of yourself." And so begins *Selfienomics*, the first Indian self-help book written for young people by a young entrepreneur who speaks their language. Offering workable, practical advice on how to manage finances, start a business, complete creative projects and how to be a better citizen, *Selfienomics* is so funny, upbeat and entertaining, it's not just a must-read but also a mast-read.

Find out how accurate forecasting and analysis can prevent costly mistakes! *Management Science Applications in Tourism and Hospitality* examines innovative tools for evaluating performance and productivity in tourism offices, hotels, and restaurants. This collection of recent studies focuses on two important topics of management science: forecasting and a relatively new analytical methodology called data envelopment analysis (DEA). This book will show you how tourism forecasting accuracy can be enhanced and how DEA can be used to benchmark productivity and improve advertisement efficiency. *Management Science Applications in Tourism and Hospitality* provides you with a useful blend of analysis from both theory and real-data perspectives. This book uses case studies, application techniques, and expert advice to review various productivity measurement methods and compare them to DEA, revealing DEA's strengths, weaknesses, and its potential in the operating environment. With *Management Science Applications in Tourism and Hospitality*, you'll be able to: utilize destination benchmarking perform multiunit restaurant productivity assessments using DEA conduct hotel labor productivity assessments using DEA measure and benchmark productivity in the hotel sector using DEA model tourism demand use an improved extrapolative hotel room occupancy rate forecasting technique forecast short-term planning and management for a casino buffet restaurant apply city perception analysis (CPA) for destination positioning decisions This book is generously enhanced with tables and figures to substantiate the research. *Management Science Applications in Tourism and Hospitality* is valuable for hospitality and tourism educators and graduate students learning and doing research in operation analysis. Savvy executives and professionals who want to improve efficiency in their industry will also benefit from the techniques illustrated in this timely guide.

A vital companion to the #1 best-selling guide to corporate valuation *Valuation Workbook* is the ideal companion to McKinsey's *Valuation*, helping you get a handle on difficult concepts and calculations before using them in the real world. This workbook reviews all things valuation, with chapter-by-chapter summaries and comprehensive questions and answers that allow you to test your knowledge and skills. Useful both in the classroom and for self-study, this must-have guide is essential for reviewing and applying the renowned McKinsey & Company approach to valuation and reinforces the major topics discussed in detail in the book. Fully updated to align with the sixth edition of *Valuation*, this workbook is an invaluable learning tool for students and professionals alike. Valuation has become central to corporate financial strategy, and practitioners must be exceptional at every aspect of the role. There is no room for weak points, and excellence is mandatory. This workbook helps you practice, review, study, and test yourself until you are absolutely solid in every concept, every technique, and every aspect of valuation as demanded in today's economy. Master value creation, value metrics, M&A, joint ventures, and more Analyze historical

information, forecast performance, and analyze results Estimate the cost of capital, continuing value, and other vital calculations Test your understanding before putting it to work in the real world Designed specifically to reinforce the material presented in the book, this workbook provides independent learners with the opportunity to try their hand at critical valuation skills, and helps students master the material so they can enter the job market ready to perform. For financial professionals and students seeking deep, comprehensive understanding, Valuation Workbook is an essential part of the McKinsey Valuation suite.

Written by a global team of top managers and senior McKinsey experts, this expanded and completely revised second edition provides a wide-ranging manual on the subject of value creation in the chemical industry. Drawing on extensive first-hand management experience, several hundred consulting engagements, and in-depth research projects, the authors outline the key ingredients for managing chemical companies successfully. The book addresses in detail key issues of strategy and industry structure, describes best practice in the core functions of the chemical business system, looks at the state of the art in organization and post-merger management, and covers a selection of the most important current topics such as industrial biotechnology, the role of private equity, and the chemical landscape in China.

Although mainly directed at executives and managers in the chemical industry, the knowledge contained in this comprehensive overview will also benefit scientists, engineers, investors, students, and anyone else dealing with management issues in this sector.

The third volume in the internationally bestselling McKinsey Trilogy, *The McKinsey Engagement* is an action guide to realizing the consistently high level of business solutions achieved by the experts at the world's most respected consulting firms. Former consultant Dr. Paul Friga distills the guiding principles first presented in the bestselling *The McKinsey Way* and the tested-in-the-trenches methodologies outlined in *The McKinsey Mind*, and combines them with many of the principles and procedures implemented by the military and other organizations. The result is nothing less than the business equivalent of a Special Forces Field Manual. True to its stated goal of arming consultants and corporate problem solvers with a blueprint for achieving consistently phenomenal results, *The McKinsey Engagement* is short on theory and long on action. Each chapter focuses on one element in the celebrated TEAM FOCUS problem-solving model and features a concise discussion of a key concept or principle, followed by: Clear rules of engagement A set of operating tactics Sophisticated problem solving tools Easy-to-follow action steps Exercises, checklists, and training tips War stories and best practices case studies A toolkit for bringing clarity, discipline, and purpose to all your problem-solving and change management initiatives, *The McKinsey Engagement* is an indispensable guide for consultants, as well as for executives, managers, students, and corporate trainers.

Written by renowned data science experts Foster Provost and Tom Fawcett, *Data Science for Business* introduces the fundamental principles of data science, and walks you through the "data-analytic thinking" necessary for extracting useful knowledge and business value from the data you collect. This guide also helps you understand the many data-mining techniques in use today. Based on an MBA course Provost has taught at New York University over the past ten years, *Data Science for Business* provides examples of real-world business problems to illustrate these principles. You'll not only learn how to improve communication between business stakeholders and data scientists, but also how participate intelligently in your company's data science projects. You'll also discover how to think data-analytically, and fully appreciate how data science methods can support business decision-making. Understand how data science fits in your organization—and how you can use it for competitive advantage Treat data as a business asset that requires careful investment if you're to gain real value Approach business problems data-analytically, using the data-mining process to gather good data in the most appropriate way Learn general concepts for actually extracting knowledge from data Apply data science principles when interviewing data science job candidates

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