

Mckinsey Mind

The groundbreaking follow-up to the international bestseller a hands-on guide to putting McKinsey techniques to work in your organization McKinsey & Company is the most respected and most secretive consulting firm in the world, and business readers just can't seem to get enough of all things McKinsey. Now, hot on the heels of his acclaimed international bestseller *The McKinsey Way*, Ethan Rasiel brings readers a powerful new guide to putting McKinsey concepts and skills into action *The McKinsey Mind*. While the first book used case studies and anecdotes from former and current McKinseyites to describe how "the firm" solves the thorniest business problems of their A-list clients, *The McKinsey Mind* goes a giant step further. It explains, step-by-step, how to use McKinsey tools, techniques and strategies to solve an array of core business problems and to make any business venture more successful. Designed to work as a stand-alone guide or together with *The McKinsey Way*, *The McKinsey Mind* follows the same critically acclaimed style and format as its predecessor. In this book authors Rasiel and Friga expand upon the lessons found in *The McKinsey Way* with real-world examples, parables, and easy-to-do exercises designed to get readers up and running.

"Do you need to produce clear reports, papers, analyses, presentations and memos? If so, you need *The Pyramid Principle*. Communicating your ideas concisely and articulately to clients, colleagues or to the management board is a key factor in determining your personal business success. To gain the maximum effect you need to make maximum impact with your ideas upfront." "Applying the Pyramid Principle means you will save valuable time in writing and waste no time in getting your message across to your audience, making sure they grasp your meaning at once."--BOOK JACKET.

Our intuition on how the world works could well be wrong. We are surprised when new competitors burst on the scene, or businesses protected by large and deep moats find their defenses easily breached, or vast new markets are conjured from nothing. Trend lines resemble saw-tooth mountain ridges. The world not only feels different. The data tell us it is different. Based on years of research by the directors of the McKinsey Global Institute, *No Ordinary Disruption: The Four Forces Breaking all the Trends* is a timely and important analysis of how we need to reset our intuition as a result of four forces colliding and transforming the global economy: the rise of emerging markets, the accelerating impact of technology on the natural forces of market competition, an aging world population, and accelerating flows of trade, capital and people. Our intuitions formed during a uniquely benign period for the world economy -- often termed the Great Moderation. Asset prices were rising, cost of capital was falling, labour and resources were abundant, and generation after generation was growing up more prosperous than their parents. But the Great Moderation has gone. The cost of capital may rise. The price of everything from grain to steel may become more volatile. The world's labor force could shrink. Individuals, particularly those with low job skills, are at risk of growing up poorer than their parents. What sets *No Ordinary Disruption* apart is depth of analysis combined with lively writing informed by surprising, memorable insights that enable us to quickly grasp the disruptive forces at work. For evidence of the shift to emerging markets, consider the startling fact that, by 2025, a single regional city in China -- Tianjin -- will have a GDP equal to that of the Sweden, of that, in the decades ahead, half of the world's economic growth will come from 440 cities including Kumasi in Ghana or Santa Carina in Brazil that most executives today would be hard-pressed to locate on a map. What we are now seeing is no ordinary disruption but the new facts of business life -- facts that require executives and leaders at all levels to reset their operating assumptions and management intuition.

Cheng, a former McKinsey management consultant, reveals his proven, insider's method for acing the case interview.

Great consultants possess a *je ne sais quoi* that are equal parts confidence, passion, technical acumen, purpose, and charisma. Great consultants are authentically imperfect; they take life by the reins and forge ahead with certainty no matter how complex a situation is, in an almost effortless way. Great consultants are humble yet make everyone around them step their game up. Great consultants take care of their people. Clients thank good consultants; clients are wowed by great consultants. The journey to greatness is infinite. You too can become a great, high-impact consultant, and build trusted relationships with your clients and teams while creating a high quality of life. Expert mentor and management consultant Christie Lindor shares lessons learned and hard-earned wisdom gleaned over her fifteen-year career working for some of the world's top consulting firms advising public and private sector clients. *The MECE Muse* is an insider's guide to consulting, providing invaluable insights and practical knowledge including unwritten rules, career strategies, in addition to interviews from top industry consulting leaders who relate their personal experiences and offer unique perspectives on building and maintaining a successful consulting career.

The McKinsey Way will reveal the problem-solving, communication, and management techniques of the world's most respected corporate doctor. Each rule will be coupled with anecdotes and lessons from actual McKinsey consulting projects. *The McKinsey Way* will open the door on this secretive company and let business people around the world learn the lessons that McKinsey teaches its own consultants to make them more effective and efficient. This book will allow people to take McKinsey's secrets and apply them in their own business life. Techniques include how to develop a toolkit of problem-solving techniques that can be used in diverse business situations; how to sell without selling; how to turn enemies into allies, and more. Anybody can take these lessons and use them in their own situations to be more successful, whether you want to be a guru, or just act like one!

47 strategies elite managers follow to reach the highest level of success *The McKinsey Edge* culls the personal best practices of an exclusive group of managers connected to McKinsey & Company, a firm that services eighty percent of the world's largest corporations. Through a wealth of 47 rigorously selected, battle-tested, immediately implementable, and practical tips, readers discover the secrets to building the self, growing with others, enhancing process management, and going the extra mile to reach the next leadership horizon. Everyone struggling to accelerate their career will keep this book at their fingertips for its rare, real-world advice for ascending through the levels of management—all of which require specific mindsets and capabilities that only a handful of people ever master.

Packed with insights and brainstorming exercises for establishing the McKinsey mind-set, this book is an in-depth guidebook for applying McKinsey methods in any industry and organizational environment. Taking a step-by-step approach, *The McKinsey Mind* looks at the McKinsey mystique from every angle. Owners, executives, consultants, and team leaders can look to this comprehensive treatment for ways to: Follow McKinsey's MECE (mutually exclusive, collectively exhaustive) line of attack Frame business problems to make them susceptible to rigorous fact-based analysis Use the same fact-based analysis in conjunction with gut instinct to make strategic decisions Conduct meaningful interviews and effectively summarize the content of those interviews Analyze the data to find out the so what Clearly communicate fact-based solutions to all pertinent decision makers Capture and manage the knowledge in any organization to maximize its value

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.

Boost business performance, prepare for change and implement effective strategies This book is a practical and accessible guide to understanding and implementing the McKinsey 7S framework, providing you with the essential information and saving time. In 50 minutes you will be able to: • Understand the 7 aspects of this dynamic model • Realize how these aspects are interconnected and the impact this has on your business • Use the 7S framework to implement new projects and changes into your business ABOUT 50MINUTES.COM| Management & Marketing 50MINUTES.COM provides the tools to quickly understand the main theories and concepts that shape the economic world of today. Our publications are easy to use and they will save you time. They provide elements of theory and case studies, making them excellent guides to understand key concepts in just a few minutes. In fact, they are the starting point to take action and push your business to the next level.

Double your odds of leading successful, sustainable change Leaders aren't short on access to change management advice, but the jury has long been out as to which approach is the best one to follow. With the publication of Beyond Performance 2.0, the verdict is well and truly in. By applying the approach detailed by authors, Scott Keller and Bill Schaninger, the evidence shows that leaders can more than double their odds of success—from thirty percent to almost eighty. Whereas the first edition of Beyond Performance introduced the authors' "Five Frames of Performance and Health" approach to change management, the fully revised and updated Beyond Performance 2.0 has been transformed into a truly practical "how to" guide for leaders. Every aspect of how to lead change at scale is covered in a step-by-step manner, always accompanied by practical tools and real-life examples. Keller and Schaninger's work is distinguished in many ways, one of which is the rigor behind the recommendations. The underpinning research is the most comprehensive of its kind—based on over 5 million data points drawn from 2,000 companies globally over a 15-year period. This data is overlaid with the authors' combined more than 40 years of experience in helping companies successfully achieve large-scale change. As senior partners in McKinsey & Company, consistently named the world's most prestigious management consulting firm, Keller and Schaninger also draw on the shared experience of their colleagues from offices in over 60 countries with unrivaled access to CEOs and senior teams. Beyond Performance 2.0 also dares to go against the grain—eschewing the notion of copying best practices and instead guiding leaders to make choices specific to their unique context and organization. It does this with meticulously balance of focus on short- and long-term considerations, and on fully addressing the hard technical and oft cultural elements of making change happen. Further, the approach doesn't just focus on delivering change; it builds an organization's muscle to continuously change, making it healthier so that it can act with increased speed and agility to stay perpetually ahead of its competition. Leaders looking for a proven approach to leading large-scale change from a trusted source have found what they are looking for in Beyond Performance 2.0.

The classic book on the development of human language by the world's leading expert on language and the mind. In this classic, the world's expert on language and mind lucidly explains everything you always wanted to know about language: how it works, how children learn it, how it changes, how the brain computes it, and how it evolved. With deft use of examples of humor and wordplay, Steven Pinker weaves our vast knowledge of language into a compelling story: language is a human instinct, wired into our brains by evolution. The Language Instinct received the William James Book Prize from the American Psychological Association and the Public Interest Award from the Linguistics Society of America. This edition includes an update on advances in the science of language since The Language Instinct was first published.

From the Nobel Prize-winning author of Thinking, Fast and Slow and the coauthor of Nudge, a revolutionary exploration of why people make bad judgments and how to make better ones—"a tour de force" (New York Times). Imagine that two doctors in the same city give different diagnoses to identical patients—or that two judges in the same courthouse give markedly different sentences to people who have committed the same crime. Suppose that different interviewers at the same firm make different decisions about indistinguishable job applicants—or that when a company is handling customer complaints, the resolution depends on who happens to answer the phone. Now imagine that the same doctor, the same judge, the same interviewer, or the same customer service agent makes different decisions depending on whether it is morning or afternoon, or Monday rather than Wednesday. These are examples of noise: variability in judgments that should be identical. In Noise, Daniel Kahneman, Olivier Sibony, and Cass R. Sunstein show the detrimental effects of noise in many fields, including medicine, law, economic forecasting, forensic science, bail, child protection, strategy, performance reviews, and personnel selection. Wherever there is judgment, there is noise. Yet, most of the time, individuals and organizations alike are unaware of it. They neglect noise. With a few simple remedies, people can reduce both noise and bias, and so make far better decisions. Packed with original ideas, and offering the same kinds of research-based insights that made Thinking, Fast and Slow and Nudge groundbreaking New York Times bestsellers, Noise explains how and why humans are so susceptible to noise in judgment—and what we can do about it.

The McKinsey MindTata McGraw-Hill Education

From the New York Times best-selling author and host of Hidden Brain comes a thought-provoking look at the role of self-deception in human flourishing. Self-deception does terrible harm to us, to our communities, and to the planet. But if it is so bad for us, why is it ubiquitous? In Useful Delusions, Shankar Vedantam and Bill Mesler argue that, paradoxically, self-deception can also play a vital role in our success and well-being. The lies we tell ourselves sustain our daily interactions with friends, lovers, and coworkers. They can explain why some people live longer than others, why some couples remain in love and others don't, why some nations hold together while others splinter. Filled with powerful personal stories and drawing on new insights in psychology, neuroscience, and philosophy, Useful Delusions offers a fascinating tour of what it really means to be human.

According to Jim Hoopes, the fundamental principles on which business is based—authority, power, control—are increasingly at odds with principles of life in a democratic society—freedom, equality, individualism. False Prophets critically examines the pioneering theories of the early management thinkers, such as Taylor, Follett, Mayo, and Deming, which intended to democratize corporate life yet have proved antithetical to the successful practice of business. Hoopes challenges popular management movements that followed in the wake of these thinkers and accuses today's business theorists of perpetuating bad management in the name of democratic values. He urges executives and managers to recognize the realities of corporate life and learn to apply the principles of power. He also unveils a new management agenda that will be of paramount significance to modern organizations. A rich and lively read, False Prophets provides a refreshingly new and original overview of the history of management in the larger context of the American culture, brilliantly illustrating its evolution—from the ivory tower to the shop floor.

The #1 New York Times bestseller. Over 2 million copies sold! Tiny Changes, Remarkable Results No matter your goals, Atomic Habits offers a proven framework for improving—every day. James Clear, one of the world's leading experts on habit formation, reveals practical strategies that will teach you exactly how to form good habits, break bad ones, and master the tiny

behaviors that lead to remarkable results. If you're having trouble changing your habits, the problem isn't you. The problem is your system. Bad habits repeat themselves again and again not because you don't want to change, but because you have the wrong system for change. You do not rise to the level of your goals. You fall to the level of your systems. Here, you'll get a proven system that can take you to new heights. Clear is known for his ability to distill complex topics into simple behaviors that can be easily applied to daily life and work. Here, he draws on the most proven ideas from biology, psychology, and neuroscience to create an easy-to-understand guide for making good habits inevitable and bad habits impossible. Along the way, readers will be inspired and entertained with true stories from Olympic gold medalists, award-winning artists, business leaders, life-saving physicians, and star comedians who have used the science of small habits to master their craft and vault to the top of their field. Learn how to:

- make time for new habits (even when life gets crazy);
- overcome a lack of motivation and willpower;
- design your environment to make success easier;
- get back on track when you fall off course; ...and much more.

Atomic Habits will reshape the way you think about progress and success, and give you the tools and strategies you need to transform your habits--whether you are a team looking to win a championship, an organization hoping to redefine an industry, or simply an individual who wishes to quit smoking, lose weight, reduce stress, or achieve any other goal.

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.

The revolutionary guide that challenged businesses around the world to stop selling to their buyers and start answering their questions to get results; revised and updated to address new technology, trends, the continuous evolution of the digital consumer, and much more In today's digital age, the traditional sales funnel—marketing at the top, sales in the middle, customer service at the bottom—is no longer effective. To be successful, businesses must obsess over the questions, concerns, and problems their buyers have, and address them as honestly and as thoroughly as possible. Every day, buyers turn to search engines to ask billions of questions. Having the answers they need can attract thousands of potential buyers to your company—but only if your content strategy puts your answers at the top of those search results. It's a simple and powerful equation that produces growth and success: They Ask, You Answer. Using these principles, author Marcus Sheridan led his struggling pool company from the bleak depths of the housing crash of 2008 to become one of the largest pool installers in the United States. Discover how his proven strategy can work for your business and master the principles of inbound and content marketing that have empowered thousands of companies to achieve exceptional growth. *They Ask, You Answer* is a straightforward guide filled with practical tactics and insights for transforming your marketing strategy. This new edition has been fully revised and updated to reflect the evolution of content marketing and the increasing demands of today's internet-savvy buyers. New chapters explore the impact of technology, conversational marketing, the essential elements every business website should possess, the rise of video, and new stories from companies that have achieved remarkable results with *They Ask, You Answer*. Upon reading this book, you will know:

- How to build trust with buyers through content and video.
- How to turn your web presence into a magnet for qualified buyers.
- What works and what doesn't through new case studies, featuring real-world results from companies that have embraced these principles.
- Why you need to think of your business as a media company, instead of relying on more traditional (and ineffective) ways of advertising and marketing.
- How to achieve buy-in at your company and truly embrace a culture of content and video.
- How to transform your current customer base into loyal brand advocates for your company.

They Ask, You Answer is a must-have resource for companies that want a fresh approach to marketing and sales that is proven to generate more traffic, leads, and sales.

"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.

A collection of the best thinking from one of the most innovative management consulting firms in the world For more than forty years, The Boston Consulting Group has been shaping strategic thinking in business. The Boston Consulting Group on Strategy offers a broad and up-to-date selection of the firm's best ideas on strategy with fresh ideas, insights, and practical lessons for managers, executives, and entrepreneurs in every industry. Here's a sampling of the provocative thinking you'll find inside: "You have to be the scientist of your own life and be astonished four times: at what is, what always has been, what once was, and what could be." "The majority of products in most companies are cash traps . . . [They] are not only worthless, but a perpetual drain

on corporate resources." "Use more debt than your competition or get out of the business." "When information flows freely, reputation, more than reciprocity, becomes the basis for trust." "As a strategic weapon, time is the equivalent of money, productivity, quality, even innovation." "When brands become business systems, brand management becomes far too important to leave to the marketing department." "The winning organization of the future will look more like a collection of jazz ensembles than a symphony orchestra." "Most of our organizations today derive from a model whose original purpose was to control creativity." "Rather than being an obstacle, uncertainty is the very engine of transformation in a business, a continuous source of new opportunities." "IP assets lack clear property lines. Every bit of intellectual property you can own comes with connections to other valuable innovations."

This "fascinating" (Malcolm Gladwell, New York Times bestselling author of *Outliers*) examination of literary inventions through the ages, from ancient Mesopotamia to Elena Ferrante, shows how writers have created technical breakthroughs—rivaling scientific inventions—and engineering enhancements to the human heart and mind. Literature is a technology like any other. And the writers we revere—from Homer, Shakespeare, Austen, and others—each made a unique technical breakthrough that can be viewed as both a narrative and neuroscientific advancement. Literature's great invention was to address problems we could not solve: not how to start a fire or build a boat, but how to live and love; how to maintain courage in the face of death; how to account for the fact that we exist at all. *Wonderworks* reviews the blueprints for twenty-five of the most significant developments in the history of literature. These inventions can be scientifically shown to alleviate grief, trauma, loneliness, anxiety, numbness, depression, pessimism, and ennui, while sparking creativity, courage, love, empathy, hope, joy, and positive change. They can be found throughout literature—from ancient Chinese lyrics to Shakespeare's plays, poetry to nursery rhymes and fairy tales, and crime novels to slave narratives. A "refreshing and remarkable" (Jay Parini, author of *Borges and Me: An Encounter*) exploration of the new literary field of story science, *Wonderworks* teaches you everything you wish you learned in your English class, and "contains many instances of critical insight....What's most interesting about this compendium is its understanding of imaginative representation as a technology" (The New York Times).

A behind-the-scenes, revelatory history of the controversial consulting firm traces its decades-long influence in both business and political arenas, citing its role in the establishment of mainstream practices and modern understandings about capitalism while evaluating the failures that have compromised its reputation. 60,000 first printing.

* Financial Times and McKinsey Business Book of the Year * Winner of the J. Anthony Lukas Book Prize? * 800-CEO-READ Business Book of the Year * A New York Times Notable Book * A Washington Post Notable Book * An NPR Best Book of 2017 * A Wall Street Journal Best Book of 2017 * An Economist Best Book of 2017 * A Business Insider Best Book of 2017 * "A gripping story of psychological defeat and resilience" (Bob Woodward, The Washington Post)—an intimate account of the fallout from the closing of a General Motors assembly plant in Janesville, Wisconsin, and a larger story of the hollowing of the American middle class. This is the story of what happens to an industrial town in the American heartland when its main factory shuts down—but it's not the familiar tale. Most observers record the immediate shock of vanished jobs, but few stay around long enough to notice what happens next when a community with a can-do spirit tries to pick itself up. Pulitzer Prize-winning reporter Amy Goldstein spent years immersed in Janesville, Wisconsin, where the nation's oldest operating General Motors assembly plant shut down in the midst of the Great Recession. Now, with intelligence, sympathy, and insight into what connects and divides people in an era of economic upheaval, Goldstein shows the consequences of one of America's biggest political issues. Her reporting takes the reader deep into the lives of autoworkers, educators, bankers, politicians, and job re-trainers to show why it's so hard in the twenty-first century to recreate a healthy, prosperous working class. "Moving and magnificently well-researched...Janesville joins a growing family of books about the evisceration of the working class in the United States. What sets it apart is the sophistication of its storytelling and analysis" (Jennifer Senior, The New York Times). "Anyone tempted to generalize about the American working class ought to meet the people in Janesville. The reporting behind this book is extraordinary and the story—a stark, heartbreaking reminder that political ideologies have real consequences—is told with rare sympathy and insight" (Tracy Kidder, Pulitzer Prize-winning author of *The Soul of a New Machine*).

To be a successful business leader, executives need to make values-based problem solving a habit of mind, argue management experts and Notre Dame professors Viva Bartkus and Ed Conlon. In *Getting It Right*, Bartkus and Conlon draw on insights from consulting, management, and academia to deliver a powerful message: no matter how chaotic the marketplace, leaders can still address even the most staggering challenges in a calm and confident manner.

Author and consultant Jennifer Garvey Berger has worked with all types of leaders—from top executives at Google to nonprofit directors who are trying to make a dent in social change. She hears a version of the same plea from every client in nearly every sector around the world: "I know that complexity and uncertainty are testing my instincts, but I don't know which to trust. Is there some way to know what to do when I can't know what's next?" Her newest work is an answer to this plea. Using her background in adult development, complexity theories, and leadership consultancy, Garvey Berger discerns five pernicious and pervasive "mind traps" to frame the book. These are: the desire for simple stories, our sense that we are right, our desire to get along with others in our group, our fixation with control, and our constant quest to protect and defend our egos. In addition to understanding why these natural impulses steer us wrong in a fast-moving world, leaders will get powerful questions and approaches that help them escape these patterns.

Imagine, if you can, the world of business - without corporate strategy. Remarkably, fifty years ago that's the way it was. Businesses made plans, certainly, but without understanding the underlying dynamics of competition, costs, and customers. It was like trying to design a large-scale engineering project without knowing the laws of physics. But in the 1960s, four mavericks and their posses instigated a profound shift in thinking that turbocharged business as never before, with implications far beyond what even they imagined. In *The Lords of Strategy*, renowned business journalist and editor Walter Kiechel tells, for the first time, the story of the four men who invented corporate strategy as we know it and set in motion the modern, multibillion-dollar consulting industry: Bruce Henderson, founder of Boston Consulting Group Bill Bain, creator of Bain & Company Fred Gluck, longtime Managing Director of McKinsey & Company Michael Porter, Harvard Business School professor Providing a window into how to think about strategy today, Kiechel tells their story with novelistic flair. At times inspiring, at times nearly terrifying, this book is a revealing account of how these iconoclasts and the organizations they led revolutionized the way we think about business, changed the very soul of the corporation, and transformed the way we work.

The Equanimous Mind (2nd Edition) chronicles the author's first ten-day Vipassana meditation camp experience at the end of 2010 and the life-changing impact it has had on his personal and professional life since that time. This new second edition comes at an important milestone in Manish's journey as ten years have passed since that first ten-day retreat. A new epilogue in this 10th anniversary edition has been expanded and enriched with updates on his progress since the journey began a decade ago. The book describes a ten-day Vipassana meditation course in the tradition of S. N. Goenka from the standpoint of someone encountering meditation for the first time. It contains a detailed, journal-like narrative of the rich and complex sequence of events that unrolls during the retreat. The author's capacity to recall and sequence vivid details by the hundreds gives the book the feeling of an experience rather than merely of a recounting. The Equanimous Mind has a particular heartwarming quality because of the earnestness with which the author seeks to grow into being the best possible person he can be. Many people will benefit from this volume of clear sentences, deep feelings, and important messages. ===== Out of gratitude for the benefits the author has received from the practice of Vipassana meditation, he will be donating the proceeds from this book to spreading awareness about the technique, so that others can draw value from it as well. =====

Are you ready to lead? Will you pass the test? Despite all the effort through the years to understand what it takes to be an effective leader, the challenges of leadership remain enormously difficult and elusive; even today, most CEOs don't last five years in the job. The demands to deliver at a consistently high level can be unforgiving. The loneliness. The weight of responsibility. The relentless second-guessing and criticism. The pressure to build all-star teams. The 24/7 schedule that requires superhuman stamina. The tough decisions that often leave no one happy. The expectation to always have the right answer when it can be hard just to know the right question. These challenges are brought into their highest and sharpest relief in the corner office, but they are hardly unique to chief executives. All leaders face their own version of these tests, and the authors draw on the distilled wisdom, stories, and lessons from hundreds of chief executives to show how every aspiring leader can master these challenges and lead like a CEO. These foundational leadership skills will make all aspiring executives more effective in their roles today and lift the trajectory of their careers. The CEO Test is the authoritative, no-nonsense insider's guide to navigating leadership's toughest challenges, brought to you by authors uniquely qualified to tell the stories. Adam Bryant has conducted in-depth interviews with more than 600 CEOs. Kevin Sharer spent more than two decades as president and then CEO of Amgen, where he led its expansion from \$1 billion in annual revenues to nearly \$16 billion. He has served on many boards and is a sought-after mentor for CEOs of global companies. Leadership is getting harder as the speed of disruption across all industries accelerates. The CEO Test will better prepare you to succeed, whether you're a CEO or just setting out to become one.

INSTANT NEW YORK TIMES BESTSELLER "One of the most important books I've ever read—an indispensable guide to thinking clearly about the world." – Bill Gates "Hans Rosling tells the story of 'the secret silent miracle of human progress' as only he can. But Factfulness does much more than that. It also explains why progress is so often secret and silent and teaches readers how to see it clearly." —Melinda Gates "Factfulness by Hans Rosling, an outstanding international public health expert, is a hopeful book about the potential for human progress when we work off facts rather than our inherent biases." - Former U.S. President Barack Obama Factfulness: The stress-reducing habit of only carrying opinions for which you have strong supporting facts. When asked simple questions about global trends—what percentage of the world's population live in poverty; why the world's population is increasing; how many girls finish school—we systematically get the answers wrong. So wrong that a chimpanzee choosing answers at random will consistently outguess teachers, journalists, Nobel laureates, and investment bankers. In Factfulness, Professor of International Health and global TED phenomenon Hans Rosling, together with his two long-time collaborators, Anna and Ola, offers a radical new explanation of why this happens. They reveal the ten instincts that distort our perspective—from our tendency to divide the world into two camps (usually some version of us and them) to the way we consume media (where fear rules) to how we perceive progress (believing that most things are getting worse). Our problem is that we don't know what we don't know, and even our guesses are informed by unconscious and predictable biases. It turns out that the world, for all its imperfections, is in a much better state than we might think. That doesn't mean there aren't real concerns. But when we worry about everything all the time instead of embracing a worldview based on facts, we can lose our ability to focus on the things that threaten us most. Inspiring and revelatory, filled with lively anecdotes and moving stories, Factfulness is an urgent and essential book that will change the way you see the world and empower you to respond to the crises and opportunities of the future. --- "This book is my last battle in my life-long mission to fight devastating ignorance...Previously I armed myself with huge data sets, eye-opening software, an energetic learning style and a Swedish bayonet for sword-swallowing. It wasn't enough. But I hope this book will be." Hans Rosling, February 2017.

The must-read summary of Ethan Rasiel and Paul Friga's book: "The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm". This complete summary of the ideas from "The McKinsey Mind" explores the reasons behind the tremendous success of the eponymous strategic consulting firm, and presents the structured problem-solving process each McKinsey consultant uses in order to develop (and often help implement) solutions to their client's strategic problems. In this useful summary, you will learn how to use the McKinsey problem-solving methodology, so as to improve your decision-making success rate, structure your thinking about business problems, and win more people over to your way of thinking. Added-value of this summary: • Save time • Understand the key concepts • Expand your business knowledge To learn more, read "The McKinsey Mind" and discover how to solve problems efficiently!

"A propulsive narrative filled with boldfaced names from business and politics. At times, it is a dishy score settler."—The New York Times For nine years, Rajat Gupta led McKinsey & Co.—the first foreign-born person to head the world's most influential management consultancy. He was also the driving force behind major initiatives such as the Indian School of Business and the Public Health Foundation of India. A globally respected figure, he sat on the boards of distinguished philanthropic institutions such as the Gates Foundation and the Global Fund to Fight AIDS, Tuberculosis and Malaria, and corporations, including Goldman Sachs, American Airlines, and Procter & Gamble. In 2011, to the shock of the international business community, Gupta was arrested and charged with insider trading. Against the backdrop of public rage and recrimination that followed the financial crisis, he was found guilty and sentenced to two years in jail. Throughout his trial and imprisonment, Gupta has fought the charges and maintains his innocence to this day. In these pages, Gupta recalls his unlikely rise from orphan to immigrant to international icon as well as his dramatic fall from grace. He writes movingly about his childhood losses, reflects on the challenges he faced as a student and young executive in the United

States, and offers a rare inside glimpse into the elite and secretive culture of McKinsey, "the Firm." And for the first time, he tells his side of the story in the scandal that destroyed his career and reputation. Candid, compelling, and poignant, Gupta's memoir is much more than a courtroom drama; it is an extraordinary tale of human resilience and personal growth.

"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.

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.

"Sebastian Mallaby's ... biography of Alan Greenspan, the product of over five years of research based on untrammelled access to his subject and his closest professional and personal intimates, brings into focus ... the mysterious point where politics and the economy meet"--Dust jacket flap.

In this pragmatic and accessible business ethics guide, students, entrepreneurs, and professionals learn that business ethics is about so much more than right and wrong. Harvard-educated and McKinsey & Co.-trained business leader Robert Zafft shows that being ethical is not an obstacle to but an essential building block for success. --Steven Hellman, CEO (former), Credit Suisse Russia/CIS

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 pressure to generate big ideas can feel overwhelming. We know that bold innovations are critical in these disruptive and competitive times, but when it comes to breakthrough thinking, we often freeze up. Instead of shooting for a \$10-billion payday or a Nobel Prize, the most prolific innovators focus on Big Little Breakthroughs—small creative acts that unlock massive rewards over time. By cultivating daily micro-innovations, individuals and organizations are better equipped to tackle tough challenges and seize transformational opportunities. How did a convicted drug dealer launch and scale a massively successful fitness company? What core mindset drove LEGO to become the largest toy company in the world? How did a Pakistani couple challenge the global athletic shoe industry? What simple habits led Lady Gaga, Banksy, and Lin-Manuel Miranda to their remarkable success? Big Little Breakthroughs isn't just for propeller-head inventors, fancy-pants CEOs, or hoodie-donning tech billionaires. Rather, it's a surpassingly simple system to help everyday people become everyday innovators.

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