

The Mckinsey Engagement A Powerful Toolkit For More Efficient And Effective Team Problem Solving

Solving complex problems and selling their solutions is critical for personal and organizational success. For most of us, however, it doesn't come naturally and we haven't been taught how to do it well. Research shows a host of pitfalls trips us up when we try: We're quick to believe we understand a situation and jump to a flawed solution. We seek to confirm our hypotheses and ignore conflicting evidence. We view challenges incompletely through the frameworks we know instead of with a fresh pair of eyes. And when we communicate our recommendations, we forget our reasoning isn't obvious to our audience. How can we do it better? In *Cracked It!*, seasoned strategy professors and consultants Bernard Garrette, Corey Phelps and Olivier Sibony present a rigorous and practical four-step approach to overcome these pitfalls. Building on tried-and-tested (but rarely revealed) methods of top strategy consultants, research in cognitive psychology, and the latest advances in design thinking, they provide a step-by-step process and toolkit that will help readers tackle any challenging business problem. Using compelling stories and detailed case examples, the authors guide readers through each step in the process: from how to state, structure and then solve problems to how to sell the solutions. Written in an engaging style by a trio of experts with decades of experience researching, teaching and consulting on complex business problems, this book will be an indispensable manual for anyone interested in creating value by helping their organizations crack the problems that matter most.

Organize a powerful, effective business presentation and deliver it with style! Say it with Presentations helps you define why you're giving the presentation and the audience you need to convince. This compelling, comprehensive presentation toolkit tells you when, why, and how to use humor, and, yes, silence to get your points across...how to make the most of visuals...set up facilities and equipment...and rehearse to communicate your confidence, conviction and enthusiasm, and much, much more.

'I have never seen such a book about management consulting before: this sets a new standard. This book is extremely thorough and addresses all of the relevant topics.' - Sander van 't Noordende, Group Chief Executive Products

Operating Group, Accenture Whether you are looking to build on your management studies or experience of working in business, you are likely to have come across management consultancy and will need a clear and concise introduction to this area to help you understand its practices and techniques in order to hire and implement management consultancy in the future. This text provides you with these essentials for success in your studies and later industries when working with and not just for consultancy firms. The text is built around learning objectives to empower your understanding of the 'what', 'how', 'when' and 'why' at macro and micro levels of management consultancy and its stakeholders, and provides you with engaging real life examples and extra web materials for study. As well as full courses on management consultancy, this text will be invaluable to your management knowledge and skill-set across strategy, change, analytics, problem-solving, solution implementation and decision-making as applied by the world's top management consulting firms, such as McKinsey & Company, The Boston Consulting Group, and Bain & Company. Visit the companion website www.sagepub.co.uk/baaij Lecturer's resources Lecturer's guide Teaching notes per chapter Answer guidance to end-of-chapter questions in book Suggested discussion questions Suggested small group assignments Suggested small group field project Lecture slides Option 1: provide all figures of the book on PowerPoint slides Option 2: create complete PowerPoint presentations for each chapter Exercises Exam questions Discussion forum Student resources Templates for developing logical structures Web resources Consultancy publications Consultancy web site, career page Job application preparation services Consultancy institutions

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.

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 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.

Glean insight from the wisdom scriptures of God's Word. The Bible is rich in God's wisdom, especially in Psalms, Proverbs, and Ecclesiastes. This devotional guides readers on a journey with a one-year study of wisdom passages from Scripture and devotional insights from fifty pastors who have dedicated their lives to God's Word. Each day's reading includes text from Psalms, Proverbs, or Ecclesiastes, followed by a short devotional that helps the reader glean maximum wisdom from that day's scripture. This handsome leatherflex design is beautiful for any desk or nightstand, keeping precious time spent with the Savior as close as one's fingertips. Trim Size: 6.5 x 8.5

Designing Solutions for Your Business Problems is an essential resource for managers and consultants who help organizations resolve ambiguous problems and develop new opportunities. Taking a hands-on, practical approach, Betty Vandebosch—a leading management consultant and educator—outlines the details on how to conduct a proven process for designing solutions. Designing Solutions for Your Business Problems will teach you how to curtail investigation and generate and justify ideas without sacrificing thoroughness, creativity, persuasiveness, and fit. You will be able to capitalize on more opportunities, and your problem-solving skills will become more efficient and your solutions more compelling. This book will help you design better solutions and design them faster. Betty Vandebosch offers a variety of useful techniques such as the "scooping diagram," which provides a framework for action, and the "logic diagram," which tests the validity of a potential solution. In addition, the book contains illustrative real-life examples of the Designing Solutions approach from a variety of organizations.

Are you overwhelmed by intellectual noise—news, reports and social media—and just want the distilled strategy insights that most of your peers may not possess? Over the past 10 years on StrategyTraining.com and FIRMSconsulting.com, you have seen us help numerous clients solve complex business problems: developing a big data strategy, a digital & IT strategy, a pandemic & disaster strategy, a luxury brands strategy, a corporate strategy & transformation program, and much more. You have seen us use strategy tools, engagement management best practices, strategy maps, client management tools and more, summarizing the best practices from the ex-McKinsey, BCG et al., partners who produce the training programs on our platforms, and from our most successful clients, to help you solve mankind's most pressing problems. We bring that level of thinking to our weekly insights shared in this series. Every Monday morning at 8 a.m., we send out a note and podcast to our members, offering powerful bite-sized insights from the 4-5 major business topics of the week. We don't focus on the news or trends. We focus on the implications and how our readers and their organizations should think about these events to gain a competitive advantage in the world. Our readers consider these insights crucial to start their week strong and help move their careers forward. "I want to say thank you for putting this week's Monday Morning 8 a.m. together. It's very profound and has saved me from making some important decisions out of fear." – Claire This book contains the edited version of those Monday morning insights. Our readers found it so valuable that they wanted it published in a book format for easy reference. Here it is. This book will make you a deeper thinker, a better professional and a more valued member of your organization. If you pay attention and take action, it could change your career—and your life. Most members have had to work their way through all the notes week by week. Now, it is all in one place, containing timeless lessons on strategy, leadership, competition, business and risk. Our insights help our readers step out of the noise and focus on questions like: What is the unique advantage I am developing? What is the unique insight that I can uncover in my industry/space that most others are not seeing? What are the strategy implications? What am I missing in a business trend? How do I compete? Where do I compete? How do I reach my highest potential? How do the highest-performing professionals manage their careers? How do I lead my team to maximize the results we deliver? The insights are summarized in an easy-to-read format. It would take you many hours of listening to get the same material you will get in this book. And it could very well be the information you need to achieve the results you most need and desire now. Get it, read it and take action. Be part of our movement to solve mankind's toughest problems. Since our Monday Morning 8 a.m. insights go out weekly, we will periodically update this book with the latest insights, subject to Amazon's terms and conditions. Although we make these insights available to everyone, it is developed for our most loyal members, FIRMSconsulting Insiders and SLIDES members. At times you will see references to additional resources that our most loyal members have access to should they need to dive deeper into a specific topic (e.g., competitive strategy, digital & IT strategy, implementation, problem-solving, etc.).

How can you take your skills and expertise and package and present it to become a successful consultant? There are proven time-tested principles, strategies, tactics and best-practices the most successful consultants use to start, run and grow their consulting business. Consulting Success teaches you what they are. In this book you'll learn: - How to position yourself as a leading expert and authority in your marketplace - Effective marketing and branding materials that get the attention of your ideal clients - Strategies to increase your fees and earn more with every project - The proposal template that has generated millions of dollars in consulting engagements - How to develop a pipeline of business and attract ideal clients - Productivity secrets for consultants including how to get more done in one week than most people do in a month - And much, much more

'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

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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.

The New York Times bestselling, groundbreaking investigation of how the global elite's efforts to "change the world" preserve the status quo and obscure their role in causing the problems they later seek to solve. An essential read for understanding some of the egregious abuses of power that dominate today's news. Former New York Times columnist Anand Giridharadas takes us into the inner sanctums of a new gilded age, where the rich and powerful fight for equality and justice any way they can--except ways that threaten the social order and their position atop it. We see how they rebrand themselves as saviors of the poor; how they lavishly reward "thought leaders" who redefine "change" in winner-friendly ways; and how they constantly seek to do more good, but never less harm. We hear the limousine confessions of a celebrated foundation boss; witness an American president hem and haw about his plutocratic benefactors; and attend a cruise-ship conference where entrepreneurs celebrate their own self-interested magnanimity. Giridharadas asks hard questions: Why, for example, should our gravest problems be solved by the unelected upper crust instead of the public institutions it erodes by lobbying and dodging taxes? He also points toward an answer: Rather than rely on scraps from the winners, we must take on the grueling democratic work of building more robust, egalitarian institutions and truly changing the world. A call to action for elites and everyday citizens alike.

"the definitive hands-on guide to building a consulting practice that thrives by putting your client first - from one of the acknowledged masters in the field." Dr Simon Dorris, Managing Partner, Lansdowne Consulting "a really informative description of management consulting. Great for the beginner and experienced consultant alike" Helen Routledge, CEO Totem Learning "A practical guide that, once read, will remain in your desk drawer for regular reference. Richard cuts through the noise and gives you insights that you can actually use." Ibi Thomson, Founder & CEO, Issoria - Change Management Consulting. The secret of being a successful management consultant is to focus on the genuine needs of the client and provide the best service to achieve and sustain results. The Management Consultant is your essential guide for both newcomers and practicing consultants to develop the skills that will help you understand your client's needs, identify gaps in knowledge and deliver real value to all parts of your business. Updated to meet the most recent changes in business and technology with the same comprehensive and clear approach, expert practitioner Richard Newton shows you exactly what you need to know, do and deliver to be a great management consultant. Whether you are a consultant, working with consultants or buying a consultancy, this is the only book you will need.

The McKinsey Engagement: A Powerful Toolkit For More Efficient and Effective Team Problem Solving McGraw Hill Professional 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.

In the bestselling tradition of "Liar's Poker" comes a devastatingly accurate and darkly hilarious behind-the-scenes look at the wonderful world of management consulting.

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.

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 only stability possible is stability in motion."—John William Gardner In his classic treatise Self-Renewal, John W. Gardner examines why great societies thrive and die. He argues that it is dynamism, not decay, that is dramatically altering the landscape of American society. The twentieth century has brought about change more rapidly than any previous era, and with that came

advancements, challenges, and often destruction. Gardner cautions that “a society must court the kinds of change that will enrich and strengthen it, rather than the kind of change that will fragment and destroy it.” A society’s ability to renew itself hinges upon its individuals. Gardner reasons that it is the waning of the heart and spirit—not a lack of material might—that threatens American society. Young countries, businesses, and humans have several key commonalities: they are flexible, eager, open, curious, unafraid, and willing to take risks. These conditions lead to success. However, as time passes, so too comes complacency, apathy, and rigidity, causing motivation to plummet. It is at this junction that great civilizations fall, businesses go bankrupt, and life stagnates. Gardner asserts that the individual’s role in social renewal requires each person to face and look beyond imminent threats. Ultimately, we need a vision that there is something worth saving. Through this vision, Gardner argues, society will begin to renew itself, not permanently, but past its average lifespan, and it will at once become enriched and rejuvenated.

A Financial Times "Best Book of 2017: Economics" 800-CEO-Read "Best Business Book of 2017: Current Events & Public Affairs" Economics is the mother tongue of public policy. It dominates our decision-making for the future, guides multi-billion-dollar investments, and shapes our responses to climate change, inequality, and other environmental and social challenges that define our times. Pity then, or more like disaster, that its fundamental ideas are centuries out of date yet are still taught in college courses worldwide and still used to address critical issues in government and business alike. That’s why it is time, says renegade economist Kate Raworth, to revise our economic thinking for the 21st century. In Doughnut Economics, she sets out seven key ways to fundamentally reframe our understanding of what economics is and does. Along the way, she points out how we can break our addiction to growth; redesign money, finance, and business to be in service to people; and create economies that are regenerative and distributive by design. Named after the now-iconic “doughnut” image that Raworth first drew to depict a sweet spot of human prosperity (an image that appealed to the Occupy Movement, the United Nations, eco-activists, and business leaders alike), Doughnut Economics offers a radically new compass for guiding global development, government policy, and corporate strategy, and sets new standards for what economic success looks like. Raworth handpicks the best emergent ideas—from ecological, behavioral, feminist, and institutional economics to complexity thinking and Earth-systems science—to address this question: How can we turn economies that need to grow, whether or not they make us thrive, into economies that make us thrive, whether or not they grow? Simple, playful, and eloquent, Doughnut Economics offers game-changing analysis and inspiration for a new generation of economic thinkers.

A Financial Times Book of the Year 2020! Should companies be run for profit or purpose? In this ground-breaking book, acclaimed finance professor and TED speaker Alex Edmans shows it's not an either-or choice. Drawing from real-life examples spanning industries and countries, Edmans demonstrates that purpose-driven businesses are consistently more successful in the long-term. But a purposeful company must navigate difficult trade-offs and take tough decisions. Edmans provides a roadmap for company leaders to put purpose into practice, and overcome the hurdles that hold many back. He explains how investors can discern which companies are truly purposeful and how to engage with them to unleash value for both shareholders and society. And he highlights the role that citizens can play in reshaping business to improve our world. This edition has been thoroughly updated to include the pandemic, the latest research, and new insights on how to make purpose a reality.

"Strategic Storytelling" is a complete guide to creating persuasive business presentations. Based on intensive study of presentations developed by leading management consulting firms, this step-by-step playbook shows you how to craft stories using proven narrative frameworks, design data-driven slides, and master your verbal and non-verbal delivery.

NEW YORK TIMES BEST SELLER • A grand, devastating portrait of three generations of the Sackler family, famed for their philanthropy, whose fortune was built by Valium and whose reputation was destroyed by OxyContin. From the prize-winning and bestselling author of Say Nothing, as featured in the HBO documentary Crime of the Century. The Sackler name adorns the walls of many storied institutions—Harvard, the Metropolitan Museum of Art, Oxford, the Louvre. They are one of the richest families in the world, known for their lavish donations to the arts and the sciences. The source of the family fortune was vague, however, until it emerged that the Sacklers were responsible for making and marketing a blockbuster painkiller that was the catalyst for the opioid crisis. Empire of Pain begins with the story of three doctor brothers, Raymond, Mortimer and the incalculably energetic Arthur, who weathered the poverty of the Great Depression and appalling anti-Semitism. Working at a barbaric mental institution, Arthur saw a better way and conducted groundbreaking research into drug treatments. He also had a genius for marketing, especially for pharmaceuticals, and bought a small ad firm. Arthur devised the marketing for Valium, and built the first great Sackler fortune. He purchased a drug manufacturer, Purdue Frederick, which would be run by Raymond and Mortimer. The brothers began collecting art, and wives, and grand residences in exotic locales. Their children and grandchildren grew up in luxury. Forty years later, Raymond’s son Richard ran the family-owned Purdue. The template Arthur Sackler created to sell Valium—co-opting doctors, influencing the FDA, downplaying the drug’s addictiveness—was employed to launch a far more potent product: OxyContin. The drug went on to generate some thirty-five billion dollars in revenue, and to launch a public health crisis in which hundreds of thousands would die. This is the saga of three generations of a single family and the mark they would leave on the world, a tale that moves from the bustling streets of early twentieth-century Brooklyn to the seaside palaces of Greenwich, Connecticut, and Cap d’Antibes to the corridors of power in Washington, D.C. Empire of Pain chronicles the multiple investigations of the Sacklers and their company, and the scorched-earth legal tactics that the family has used to evade accountability. The history of the Sackler dynasty is rife with drama—baroque personal lives; bitter disputes over estates; fistfights in boardrooms; glittering art collections; Machiavellian courtroom maneuvers; and the calculated use of money to burnish reputations and crush the less powerful. Empire of Pain is a masterpiece of narrative reporting and writing, exhaustively documented and ferociously compelling. It is a portrait of the excesses of America’s second Gilded Age, a study of impunity among the super elite and a relentless investigation of the naked greed and indifference to human suffering that built one of the world’s great fortunes.

Written for business leaders and consultants who are trying to solve significant problems and create measurable value. Readers can view the templates used in consulting studies and how they are used. All the foundational strategy and business analyses tools are taught along with the soft skills and practical tools to solve any business problem. This is the only book of its kind walking the reader step-by-step through a complete consulting study. This book follows an engagement team as they assist a large company in diagnosing and fixing deep and persistent organizational issues over an 8-week assignment. Readers will learn how they successfully navigate a challenging client environment, frame the problem and limit the scope, develop hypotheses, build the analyses and provide the final recommendations. We have placed the explanation of management consulting techniques within a lively and engaging storyline, which allows the reader to truly understand the challenges faced on consulting engagements,

connect with the characters, and understand both how and why they debated elements of the study. It is written so that the reader may follow, understand, and replicate a strategic engagement using the same techniques used by the leading firms, such as McKinsey, Bain, and BCG. To make the story realistic and useful, we have worked with one client engagement throughout the book. Using different examples and different clients to explain concepts would have made it difficult for readers to see the data linkages and development of the final recommendations. The client and engagement are fictitious. The data presented are also fictitious, but they are based on actual consulting engagements and the experiences of the author and the contributing McKinsey, BCG, et. al. partners at FIRMSconsulting.com & StrategyTraining.com. RESERVE YOUR SPOT FOR FREE EPISODES FROM EX-MCK ET AL. PARTNERS AT FIRMSCONSULTING.COM/PROMO FREE EPISODE FROM THIS BOOKS COMPANION COURSE AT FIRMSCONSULTING.COM/SAAMC

Why being radically connected with society is not just the right thing to do, it is an imperative for a company's bottom line. Based on John Browne's decades of experience as one of the world's most successful and innovative CEOs, with research by McKinsey & Company, *Connect* is a practical manifesto that redefines the role of business in society. Through insightful analysis and vivid storytelling -- ranging from ancient China, Andrew Carnegie and the Homestead Strike of the late nineteenth century, to oil spills and privacy issues emanating from the technology of the twenty-first -- *Connect* explores the recurring rift between business and society and proposes a way in which companies can prosper by connecting with the world around them. There is an enormous prize for leaders who engage creatively and constructively with society, and who make its needs part of their company's business model. The evidence presented in *Connect* shows that the value of radical connection amounts to 30 percent of corporate earnings. The shares of companies that connect outperform those of competitors by 2 percent every year, amounting to a performance boost of 20 percent over a decade. *Connect* rejects stale ideas about corporate social responsibility disconnected from commercial activity and from the needs of real people. It identifies four tenets of "connected leadership," a radical new paradigm that shows how companies and executives can thrive by close engagement with society.

"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 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.

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.

Communicate with greater impact. Have you ever been caught at the end of a presentation when your audience, perhaps a leadership team or a Steering Committee, looks at you blankly and asks this most uncomfortable question: 'So what?' How does that help? If you have been in that position once, you don't want to be there again. You want to know how to answer that question in one single, powerful sentence. Or, even better, set yourself up so nobody asks it. In this book, communication strategists Davina Stanley and Gerard Castles reveal their proven approach. It's all about using storylines to get to the 'So what' fast, and being able to make a case to back it up. You can unlock the power of the 'So what' strategy by taking five steps, which are outlined in this book: 1: Understand why mastering storylining is worth the investment. 2: Learn how to use a storyline to identify and harness the 'So what'. 3: Master the seven classic storyline patterns. 4: Use storylines to shape the communication you share. 5: Introduce storylining in your business. Packed with examples, stories, insights and practical steps, Davina and Gerard show you how to apply these strategies to stop your audiences asking you, 'So what? How does that help us?'

This book is for business executives and students who want to learn about the tools used in machine learning. In creating the second edition, John Hull has continued to improve his material and added three new chapters. The book explains the most popular algorithms clearly and succinctly without using calculus or matrix/vector algebra. The focus is on business applications.

File Type PDF The Mckinsey Engagement A Powerful Toolkit For More Efficient And Effective Team Problem Solving

There are many illustrative examples. These include assessing the risk of a country for international investment, predicting the value of real estate, and classifying retail loans as acceptable or unacceptable. Data, worksheets, and Python code for the examples is on the author's website. A complete set of PowerPoint slides that can be used by instructors is also on the website. The opening chapter reviews different types of machine learning models. It explains the role of the training data set, the validation data set, and the test data set. It also explains the issues involved in cleaning data and reviews Bayes' theorem. Chapter 2 is devoted to unsupervised learning. It explains the k-means algorithm and alternative approaches to clustering. It also covers principal components analysis. Chapter 3 explains linear and logistic regression. It covers regularization using Ridge, Lasso, and Elastic Net. Chapter 4 covers decision trees. It includes a discussion of the naive Bayes classifier, random forests, and other ensemble methods. Chapter 5, explains how the SVM approach can be used for both linear and non-linear classification as well as for the prediction of a continuous variable. Chapter 6 is devoted to neural networks. It includes a discussion of the gradient descent algorithm, backpropagation, stopping rules, autoencoders, convolutional neural networks, and recurrent neural networks. Chapter 7 explains reinforcement learning using two games as examples. It covers Q-learning and deep Q-learning, and discusses applications. Chapter 8 covers natural language processing. It discusses how the algorithms introduced in the book can be used for sentiment analysis, language translation and information retrieval. Chapter 9 is concerned with model interpretability. It discusses the importance of making models understandable and the procedures that can be used for both white-box and black-box models. Chapter 10 explains two applications involving derivatives that the author has been involved in. The final chapter focuses on issues for society. The topics covered include data privacy, biases, ethical considerations, legal issues, and adversarial machine learning. At the ends of chapters there are short concept questions to test the readers understanding of the material and longer exercises. Answers are at the end of the book. The book includes a glossary of terms and an index.

"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."

"I have read dozens of books on starting companies, but this is the first that accurately captures why startups fail and provides a tool for entrepreneurs and investors to measure and manage these sources of failure." Michael Hatfield, Co-Founder, Cerent, Calix, Cienna, and Carium. What makes a startup successful? This book, from award-winning business school professors and a tech serial entrepreneur, tells what makes startups successful. Instead of telling startups what to do, like most startup books, they share what startups should avoid. Along the way, they share small business startup success stories gleaned from the *How Built This* Podcast and their firsthand experiences. These stories of startup success are contrasted with stories of startup failure from startup graveyards and most notably, the Titanic. Like many of today's startups, the Titanic hoped to disrupt the transportation industry of its time. It fell short, to a disastrous outcome, from the same sources that prevent startup success today. Get a startup game plan! This startup book uses the Titanic and a sailing metaphor to provide a startup roadmap template. It shows what makes startups successfully navigate through challenges in startup investing, founding, and hiring with a game plan to get through the Human Ocean. It offers a startup guide to customer success in working through the Marketing Ocean. It even highlights what startups need to invest in to get through the Technical and Strategy Oceans. Its Iceberg Index gives entrepreneurs, startups, and small businesses a way to track their progress on the startup roadmap template. It also helps investors assess what startups to invest in. Many entrepreneurs assume that the Titanic was sunk by a single iceberg. The Titanic Effect shows, that like many startups, it's not a single misstep but a series of mistakes that keep a startup from being successful. This combination of missteps is called the Titanic Effect. Who can benefit from this startup roadmap? Entrepreneurs in the early stages of building a startup. They will learn what makes a startup successful. They will develop a to-do list of

decisions to make and actions to take. Small business owners will also identify key next steps to building their startup game plan. Investors can identify what to avoid in startup investments and what startups to invest in. Students will learn how to evaluate the success potential of a startup and will read small business and startup success stories. These three co-authors have witnessed firsthand what leads to startup success. They have made it their mission to help entrepreneurs, startup founders and startup investors succeed. Drs. Todd and M. Kim Saxton bring more than two decades of academic and professional experience in business strategy, entrepreneurship, marketing, and angel investing. Serial tech entrepreneur, Michael Cloran, adds his two decades' of experiences in launching his own startups as well as building software products for other startups. In addition, the co-authors serve on various boards of entrepreneurial ventures and startup advisory associations. They have shared their expertise from the stage to dozens of audiences, including students, entrepreneurship and professional development associations, academic societies, and global companies like Roche Diagnostics and Pfizer Pharmaceuticals.

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

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 slideshows 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.

Winner of the Foreword INDIES Book of the Year Award for Business and Economics Winner of the IndieReader Discovery Award for Top Business Book Winner of the Eric Hoffer Award "Clear, practical, thorough and right on the mark. It's a must-read for people who are new to giving presentations as well as experienced presenters who want to get even better. This book belongs on everyone's bookshelf." Jim Lecinski Associate Professor of Marketing, Northwestern University; former Vice-President of US Sales and Service, Google, Inc. How to Wash a Chicken is not a book about public speaking (or chickens), it's a comprehensive playbook for business leaders and people on their way up to give the best presentations of their lives, and embark on a circle of presentation success. All too often, the best intentions and most innovative ideas get lost in a poorly executed presentation. Author Tim Calkins understands the power of a compelling presentation and the difficulty in accomplishing one. The brand strategist, professor and author has been giving presentations since he was eight, when he delivered his first official presentation with an uncooperative chicken at a 4-H competition. From business updates to project recommendations to marketing plans, Calkins has given more than five thousand presentations to date. With concrete suggestions, helpful tricks, and step-by-step guidance that's applicable to all industries, Calkins sets out to propel his readers to create and deliver effective business presentations and pitches. When all lessons from How to Wash a Chicken are applied, readers will be empowered throughout the preparation and presentation process. They will be able to present with more confidence and conviction than they ever had before, setting them on a path of professional growth.

Turquoise Eyes started off the groundbreaking new genre developed by FIRMSconsulting that combines compelling narrative while teaching problem solving and critical thinking skills. Set after a bank begins implementing a new retail banking strategy, we follow Teresa García Ramírez de Arroyo, a director general in the Mexican government, who has received some disturbing news. A whistleblower has emailed Teresa with troubling news about a mistake in the loan default calculations and reserve ratios. The numbers do not add up. The book loosely uses the logic and financial analyses in A Typical McKinsey Engagement, >270 videos: <https://www.strategytraining.com/market-entry-strategy-program> Our business books are different. Most people learn business because they are forced to, for their careers or to earn a larger salary. Most business books are, consequently, boring and dense. They have little incentive to be interesting because they have a captive market. Many avoid a business career because the books are presented as a hurdle to be overcome. We wondered what would happen if we made business books interesting, so people chose to read them? Would we draw more people into business? Would we generate more enthusiasm and excitement for business at a younger age? This book teaches advanced business concepts through a compelling storyline. This new genre of our books is written not only for people already interested in business but also for people who may not realize they have an interest or talent for business. Clients always request gift ideas for their children, spouses, friends, and families to get them interested in business and critical thinking. In part, this is our response to those requests. We want you to learn advanced critical thinking without realizing you are learning. We hope you will enjoy it, too. We believe the more people who find business interesting and choose to learn business, the better it is for everyone. Businesses will

have a larger pool of employees from whom to select and more of the right people will be choosing the discipline to improve humanity versus simply to make more money. Imagine the advantage your children will have if they learned critical thinking in high school, or even before high school? Imagine if you had that advantage? Imagine if you had learned strategy alongside science and math in high school? The possibilities would be endless. It all starts with the right books. And it's never too late to start. If learning is engaging, it will stop being a chore. RESERVE YOUR SPOT FOR FREE EPISODES FROM EX-MCK ET AL. PARTNERS AT FIRMSCONSULTING.COM/PROMO FREE EPISODE FROM THIS BOOKS COMPANION COURSE AT FIRMSCONSULTING.COM/SAAMC

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.

Consultants work in all fields. They operate from offices and from home, work for investment firms and as personal trainers, or have expertise as accountants and wedding planners. The independence, flexibility, and potential income it brings make for an exciting and satisfying career. And it's an increasingly popular one for highly skilled, motivated professionals who've been laid off in this unstable economy. This guide features tips and tricks to help beat the competition, including how to: Set—and keep—personal and financial goals Organize important paperwork Price and market specific services Create advertising and publicity plans Grow a business, from finding a partner to managing employees Minimize and eliminate business risks Consultants are paid well for their advice—if they know how to operate a successful business. With advice from experts in a variety of areas, this valuable guide helps you create the business of your dreams!

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.

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