

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

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The Oracle Way to Consulting: What it Takes to Become a World-Class Advisor

- Kim Miller 2015-06-19

Become a master consultant using the training program created and used by Oracle The Oracle Consulting Way

provides the essential tools and people skills a consultant must have to build trusted client relationships that lead to long-term business. The book defines what a consultant is and explains how to communicate the

correct expectations early and often. Readers learn how to handle difficult clients, navigate challenging office politics, leadership techniques, leverage pseudo authority, and manage their own career path.

The Firm - Duff McDonald 2014-09-30

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.

Strategy Beyond the Hockey Stick -

Chris Bradley 2018-01-10

Beat the odds with a bold strategy from McKinsey & Company "Every once in a while, a genuinely fresh approach to business strategy appears" - legendary business professor Richard Rumelt, UCLA McKinsey & Company's newest, most

definitive, and most irreverent book on strategy—which thousands of executives are already using—is a must-read for all C-suite executives looking to create winning corporate strategies. *Strategy Beyond the Hockey Stick* is spearheading an empirical revolution in the field of strategy. Based on an extensive analysis of the key factors that drove the long-term performance of thousands of global companies, the book offers a ground-breaking formula that enables you to objectively assess your strategy's real odds of future success. "This book is fundamental. The principles laid out here, with compelling data, are a great way around the social pitfalls in strategy development." - Frans Van Houten, CEO, Royal Philips N.V. The authors have discovered that over a 10-year period, just 1 in 12 companies manage to jump from the middle tier of corporate performance—where 60% of companies

reside, making very little economic profit—to the top quintile where 90% of global economic profit is made. This movement does not happen by magic—it depends on your company's current position, the trends it faces, and the big moves you make to give it the strongest chance of vaulting over the competition. This is not another strategy framework. Rather, Strategy Beyond the Hockey Stick shows, through empirical analysis and the experiences of dozens of companies that have successfully made multiple big moves, that to dramatically improve performance, you have to overcome incrementalism and corporate inertia. "A different kind of book—I couldn't put it down. Inspiring new insights on the facts of what it takes to move a company's performance, combined with practical advice on how to deal with real-life dynamics in management teams." —Jane Fraser, CEO, Citigroup Latin America

Smart Collaboration - Heidi K.

Gardner 2016-12-13

A Washington Post Bestseller Not all collaboration is smart. Make sure you do it right. Professional service firms face a serious challenge. Their clients increasingly need them to solve complex problems—everything from regulatory compliance to cybersecurity, the kinds of problems that only teams of multidisciplinary experts can tackle. Yet most firms have carved up their highly specialized, professional experts into narrowly defined practice areas, and collaborating across these silos is often messy, risky, and expensive. Unless you know why you're collaborating and how to do it effectively, it may not be smart at all. That's especially true for partners who have built their reputations and client rosters independently, not by working with peers. In Smart Collaboration, Heidi K. Gardner shows that firms earn

higher margins, inspire greater client loyalty, attract and retain the best talent, and gain a competitive edge when specialists collaborate across functional boundaries. Gardner, a former McKinsey consultant and Harvard Business School professor now lecturing at Harvard Law School, has spent over a decade conducting in-depth studies of numerous global professional service firms. Her research with clients and the empirical results of her studies demonstrate clearly and convincingly that collaboration pays, for both professionals and their firms. But Gardner also offers powerful prescriptions for how leaders can foster collaboration, move to higher-margin work, increase client satisfaction, improve lateral hiring, decrease enterprise risk, engage workers to contribute their utmost, break down silos, and boost their bottom line. With case studies and

real-world insights, Smart Collaboration delivers an authoritative case for the value of collaboration to today's professionals, their firms, and their clients and shows you exactly how to achieve it.

Turquoise Eyes - Kris Safarova
2020-04-21

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/mark-et-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

Good Strategy/Bad Strategy - Richard Rumelt 2011-06-09

When Richard Rumelt's Good Strategy/Bad Strategy was published in 2011, it immediately struck a chord, calling out as bad strategy the mish-mash of pop culture, motivational slogans and business buzz speak so often and misleadingly masquerading as the real thing. Since then, his original and pragmatic ideas have won fans around the world and continue to help readers to recognise and avoid the elements of bad strategy and adopt good, action-oriented strategies that honestly acknowledge the challenges being

faced and offer straightforward approaches to overcoming them. Strategy should not be equated with ambition, leadership, vision or planning; rather, it is coherent action backed by an argument. For Rumelt, the heart of good strategy is insight into the hidden power in any situation, and into an appropriate response - whether launching a new product, fighting a war or putting a man on the moon. Drawing on examples of the good and the bad from across all sectors and all ages, he shows how this insight can be cultivated with a wide variety of tools that lead to better thinking and better strategy, strategy that cuts through the hype and gets results.

Succeeding as a Management Consultant

- Kris Safarova 2020-03-08

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
Beyond Collaboration Overload - Rob
Cross 2021-09-14

A plan for conquering collaborative overload to drive performance and innovation, reduce burnout, and enhance well-being. Most organizations have created always-on work contexts that are burning people out and hurting performance rather than delivering productivity, innovation and engagement. Collaborative work consumes 85% of employees' time and is drifting earlier into the morning, later into the night, and deeper into the weekend. The dilemma is that we all need to collaborate more to create effective organizations and vibrant careers for ourselves. But conventional wisdom on teamwork and collaboration has created too much of the wrong kind of collaboration, which hurts our performance, health and overall well-being. In *Beyond*

Collaboration Overload, Babson professor Rob Cross solves this paradox by showing how top performers who thrive at work collaborate in a more purposeful way that makes them 18-24% more efficient than their peers. Good collaborators are distinguished by the efficiency and intentionality of their collaboration—not the size of their network or the length of their workday. Through landmark research with more than 300 organizations, in-depth stories, and tools, *Beyond Collaboration Overload* will coach you to reclaim close to a day a week when you: Identify and challenge beliefs that lead you to collaborate too quickly Impose structure in your work to prevent unproductive collaboration Alter behaviors to create more efficient collaboration It then outlines how successful people invest this reclaimed time to: Cultivate a broad network—not a big one—for innovation and scale Energize

others—a strong predictor of high performance. Connect with others to reduce micro-stressors and enhance physical and mental well-being. Cross' framework provides relief from the definitive problem of our age—dysfunctional collaboration at the expense of our performance, health and overall well-being.

The McKinsey Edge: Success Principles from the World's Most Powerful Consulting Firm - Shu Hattori

2015-11-27

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.

The McKinsey Edge: Success Principles from the World's Most Powerful Consulting Firm - Shu Hattori

2015-11-24

WHAT DOES IT TAKE TO BE A GREAT LEADER? The ultimate guide to managing your career—at every level, through every transition—The McKinsey Edge culls the best practices of an exclusive group of executives and consultants from McKinsey & Company, the legendary consulting firm that services eighty percent of the world's largest corporations. Drawing on his time as an Engagement Manager with McKinsey, Hattori presents

rigorously selected, battle-tested tips that will give you the edge you need to up your game, raise your profile, and take your career to the next level—using a proven four-step program: Learn more effective ways to get ahead by making multiple self-improvements. Strengthen your skills of communication, connection, and understanding to influence your team and other stakeholders. Increase your productivity and performance using tools that work best for your specific environment. Push yourself further to focus your energies, renew your life, and revitalize your career with a new leadership profile. Each section of this empowering guide includes precise strategies and hard-won advice that will help you tackle the challenges that are unique to each level of management. By applying these 47 principles to your own situation and workplace, you'll be able to change not only your personal mindset and managerial effectiveness

but others' perceptions of you as a leader. You'll discover the best methods for dealing with clients, solving problems, motivating teams, and surpassing expectations. These are the strategies that have taken McKinsey's managers and trainers to the top of their fields—and this is the program that shows you how to take your career wherever you want to go. Whether you're climbing your way up the corporate ladder, starting on the very first rung, or feeling stuck somewhere in the middle, The McKinsey Edge gives you the edge you need to take the next step and make it to the top. Shu Hattori is a Japanese-British national with extensive experience in management consulting, start-ups, online social commerce, and news media. While at McKinsey & Company, he served in advanced industries, high-tech, and media in Asia, North America, and Europe for more than five years. Now, he runs a leadership development start-up. Shu

earned an MBA from National Taiwan University with a full government sponsored scholarship and a bachelor's degree in commerce with distinction from McGill University in Canada.

Big Data, Analytics, and the Future of Marketing and Sales - McKinsey Chief Marketing & Sales Officer Forum 2014-08-02

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.

CEO Excellence - Carolyn Dewar 2022-03-15

"Based on extensive interviews with today's . . . corporate leaders, this look at how the best CEOs do their jobs focuses on the mindsets and actions that foster an environment of excellence"--

Management Consulting Today and Tomorrow - Flemming Poulfelt

2017-09-01

This new edition gathers more than 22 experts to outline the theory behind consulting, providing insight into change processes and management issues in the field. The business of consulting has grown faster than most other businesses, due not only to increased demand by clients, but also to the innovative capabilities of numerous consulting firms as they develop new services. Divided into six parts, the book introduces readers to the consulting industry, addressing the major practice areas, contexts, and implementations of the field. Significant updates detail the effect of the economic troubles between 2004 and 2010 and then 2010 and now; analyze the market response to consulting in recent years; and provide a more thorough understanding of how consulting is applied in the different areas of a business, such as operations, marketing, and finance. Introductions written by the

editors offer further insight into the themes and learning goals of each section, helping readers to recognize the elements of a successful consultation, and utilize their new skill set. The text concludes with a look at the future of consulting with regards to ethics standards and how strong manager-client relationships contribute to financial growth. Readers will also learn how the developing field of entrepreneurship creates new economic structures and job opportunities. Practitioners, consultants, clients, faculty, and students of business and management will learn not only how to consult, but also gain the skills needed to adapt to and lead organizational change, giving them a competitive edge when they enter the field.

100+ management models - Fons Trompenaars 2014-09-15

100+ Management Models is an essential resource for managers at all levels. It gives an overview of

each of the most important business models in eight categories: sustainability, innovation, strategy, diversity, customers, human resources, benchmarking and leadership and analyses their strengths and weaknesses.

Machine Learning in Business - JOHN. HULL C 2021

"The big data revolution is changing the way businesses operate and the skills required by managers. In creating the third edition, John Hull has continued to improve his material and added many new examples. The book explains the most popular machine learning algorithms clearly and succinctly; provides many examples of applications of machine learning in business; provides the knowledge managers need to work productively with data science professionals; has an accompanying website with data, worksheets, and Python code"--Back of cover.

State of The Global Workplace -

Gallup 2017-12-19

Only 15% of employees worldwide are engaged at work. This represents a major barrier to productivity for organizations everywhere - and suggests a staggering waste of human potential. Why is this engagement number so low? There are many reasons - but resistance to rapid change is a big one, Gallup's research and experience have discovered. In particular, organizations have been slow to adapt to breakneck changes produced by information technology, globalization of markets for products and labor, the rise of the gig economy, and younger workers' unique demands. Gallup's 2017 State of the Global Workplace offers analytics and advice for organizational leaders in countries and regions around the globe who are trying to manage amid this rapid change. Grounded in decades of Gallup research and consulting worldwide -- and millions of interviews -- the report advises

that leaders improve productivity by becoming far more employee-centered; build strengths-based organizations to unleash workers' potential; and hire great managers to implement the positive change their organizations need not only to survive - but to thrive.

Global Brand Strategy - Jan-Benedict Steenkamp 2017-01-03

Steenkamp introduces the global brand value chain and explains how brand equity factors into shareholder value. The book equips executives with techniques for developing strategy, organizing execution, and measuring results so that your brand will prosper globally. What sets strong global brands apart? First, they generate more than half their revenue and most of their growth outside their home market. Secondly, their brand equity is responsible for a massive percentage of their firm's market value. Third, they operate as single brands everywhere on the

planet. We find them in B2C and B2B industries, among large and small companies, and among established companies and new businesses. The stewards of these brands have a set of skills and knowledge that sets them apart from the typical corporate marketer. So what's their secret? In a world that is globalizing, but not yet globalized, how do you build a powerful global brand that resonates universally but also accommodates local nuances? How do you ensure that it is dynamic and flexible enough to change at market speed? World-class marketing expert Jan-Benedict Steenkamp has studied global brands for over 25 years on six continents. He has distilled their practices into eight tools that you can start using today. With case studies from around the world, Steenkamp's book is provocative and timely. *Global Brand Strategy* speaks to three types of B2C and B2B managers: those who want to strengthen already strong global

brands, those who want to launch their brands globally and get results, and those who need to revive their global brand and stop the bleeding.

Beyond Performance 2.0 - Scott Keller
2019-07-03

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.

Strategic Storytelling – Dave
McKinsey 2014-11-08

"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.

Foundations of Strategy – Robert M. Grant 2015-07-20

Foundations of Strategy, Canadian Edition is a concise text aimed at both undergraduate and MBA students. With the needs of these students in mind, the authors made sure that the text was written in an accessible style, with a clear, comprehensive approach and sound theoretical depth. An excellent set of current and in-depth Canadian and global cases will show students how to apply the strategy concepts in real-world scenarios. Today's strategy modules

are delivered in a wide variety of different formats to a wide range of audiences. Instructors frequently find themselves faced with the challenge of delivering their modules in relatively short time frames to student groups with very diverse educational and employment backgrounds. This text is designed to assist instructors in meeting this challenge by covering the core aspects of strategy as concisely as possible without losing academic depth.

Choosing Courage - Jim Detert
2021-05-18

An inspirational, practical, and research-based guide for standing up and speaking out skillfully at work. Have you ever wanted to disagree with your boss? Speak up about your company's lack of diversity or unequal pay practices? Make a tough decision you knew would be unpopular? We all have opportunities to be courageous at work. But since courage

requires risk—to our reputations, our social standing, and, in some cases, our jobs—we often fail to act, which leaves us feeling powerless and regretful for not doing what we know is right. There's a better way to handle these crucial moments—and *Choosing Courage* provides the moral imperative and research-based tactics to help you become more competently courageous at work. Doing for courage what Angela Duckworth has done for grit and Brene Brown for vulnerability, Jim Detert, the world's foremost expert on workplace courage, explains that courage isn't a character trait that only a few possess; it's a virtue developed through practice. And with the right attitude and approach, you can learn to hone it like any other skill and incorporate it into your everyday life. Full of stories of ordinary people who've acted courageously, *Choosing Courage* will give you a fresh perspective on the power of

voicing your authentic ideas and opinions. Whether you're looking to make a mark, stay true to your values, act with more integrity, or simply grow as a professional, this is the guide you need to achieve greater impact at work.

The Experiential Student Team

Consulting Process - Ronald G. Cook
2012-08-08

We offer a companion website for templates that are used in conjunction in the book. See http://custom.cengage.com/customtext/wbsites/cook_9781285115429.

Compassionate Leadership - Rasmus Hougaard
2022-01-18

Leadership is hard. How can you balance compassion for your people with effectiveness in getting the job done? A global pandemic, economic volatility, natural disasters, civil and political unrest. From New York to Barcelona to Hong Kong, it can feel as if the world as we know it is coming apart. Through it all, our

human spirit is being tested. Now more than ever, it's imperative for leaders to demonstrate compassion. But in hard times like these, leaders need to make hard decisions—deliver negative feedback, make difficult choices that disappoint people, and in some cases lay people off. How do you do the hard things that come with the responsibility of leadership while remaining a good human being and bringing out the best in others? Most people think we have to make a binary choice between being a good human being and being a tough, effective leader. But this is a false dichotomy. Being human and doing what needs to be done are not mutually exclusive. In truth, doing hard things and making difficult decisions is often the most compassionate thing to do. As founder and CEO of Potential Project, Rasmus Hougaard and his longtime coauthor, Jacqueline Carter, show in this powerful, practical book, you must always

balance caring for your people with leadership wisdom and effectiveness. Using data from thousands of leaders, employees, and companies in nearly a hundred countries, the authors find that when leaders bring the right balance of compassion and wisdom to the job, they foster much higher levels of employee engagement, performance, loyalty, and well-being in their people. With rich examples from Netflix, IKEA, Unilever, and many other global companies, as well as practical tools and advice for leaders and managers at any level, *Compassionate Leadership* is your indispensable guide to doing the hard work of leadership in a human way.

Mapping a Winning Strategy - Marc Baaij 2018-09-10

Mapping a Winning Strategy introduces a new mapping method for creating and executing an effective business strategy. By mapping out the most effective strategy, organizations can make winning operational choices in

today's VUCA (volatile, uncertain, complex and ambiguous) business environment.

Managing Organizational Change - Ian Palmer 2009

This book "provides managers with an awareness of the issues involved in managing change, moving them beyond "one-best way" approaches and providing them with access to multiple perspectives that they can draw upon in order to enhance their success in producing organizational change. These multiple perspectives provide a theme for the text as well as a framework for the way each chapter outlines different options open to managers in helping them to identify, in a reflective way, the actions and choices open to them."-- Cover.

Bulletproof Problem Solving - Charles Conn 2019-03-04

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.

Strategy. Part 2 - Kris Safarova
2021-08-26

McKinsey's Marvin Bower - Elizabeth Haas Edersheim 2010-12-13

"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.

The McKinsey Engagement: A Powerful Toolkit For More Efficient and Effective Team Problem Solving - Paul N. Friga 2008-09-14

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.

Winners Take All - Anand Giridharadas
2018-08-28

NEW YORK TIMES BESTSELLER • The 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.

"Impassioned.... Entertaining reading." -The Washington Post 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. They rebrand themselves as saviors of the poor; they lavishly reward "thought leaders" who redefine "change" in ways that preserve the status quo; and they constantly seek to do more good, but never less harm. 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? His groundbreaking investigation has already forced a great, sorely needed reckoning among the world's wealthiest and those they hover above, and it 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.

McKinsey Mind - Ethan M. Rasiel
2001-10-17

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.

Effective Teamwork - Michael A. West
2012-01-30

Updated to reflect the latest research evidence, the third edition of *Effective Teamwork* provides business managers with the necessary guidance and tools to build and maintain effective teamwork strategies. A new edition of a bestselling book on teamwork from an acknowledged leader in the field Offers a unique integration of rigorous research with practical guidance to develop effective leadership teams Features new chapters on virtual teams and top management teams, plus contemporary themes of ethics and values Utilizes research based on positive psychology techniques

The Management Consultant - Richard Newton 2010

Guide for professional management consultants showing how to develop

skills and attributes for client-centric consulting.

Case Interview Secrets - Victor Cheng 2012

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

The Strategy Engagement. Part 1 - Kris Safarova 2021-02-10

Do you want to develop a counterintuitive strategy insight and/or lead a team to develop a counterintuitive strategy insight? You have enough experience to know that frameworks, decision trees, applying MECE and 80/20 principles, hypotheses, and structured problem solving are important, but they are not enough. You know a brilliant insight often looks like a mediocre insight. A great strategy often looks like a bad strategy. Analysis is messy. Data is flawed and misleading. Best practices routinely fail. Hypotheses change. Data changes.

Linear thinking often does not work. This book helps solve this problem. We present the background to a client. You get to follow the design of the strategy study and watch how the solution is developed. 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 corporate strategy, a digital & IT strategy, a pandemic & disaster strategy, a luxury brands strategy, a turnaround & transformation strategy, and more-- all based on the combined best practices of the author and the ex-McKinsey, BCG et al., partners who produce all the strategy training programs on StrategyTraining.com. The Strategy Engagement shows you the daily steps, actions, processes and considerations that go into developing a unique insight for a major company under tight timelines and intense scrutiny. You will get to

see which data is used, why it was used, which data was discarded and why it was discarded. On a daily and weekly basis, you will see us use strategy considerations, engagement update reports, storyboards, analyses tools, strategy maps, client management tools and more, summarizing the best practices from ex-McKinsey, BCG et al., partners and our most successful clients, to help you solve mankind's most pressing problems. The Strategy Engagement helps you learn the routine to solve strategy and business problems like a strategy partner. You will get to see the numerous contradictions, nuances and trade-offs that the highest-performing strategy thinkers face. You will learn how to make ethical and balanced decisions based on who is the client and who is not the client. The core of this book revolves around the daily guides to show you how the study is designed, planned, staffed, structured and run, all the

way from focus interviews to day-in-the-life-of studies to financial analysis, financial modeling and case studies. The book is divided into weeks. Each week is split into days. Days are split into key activities and observations from the study. While we can't guarantee the results of each reader, clients who have used the book and FIRMSconsulting Insiders who have used the accompanying online training program consisting of 270+ videos on which the book is based report: Deeper insights Greater recognition Rapid promotions Deeper understanding of executives Happier teams Greater productivity Project success Superior assignments The book takes you step by step, week by week and day by day through the process to receive a problem, frame the problem, structure the analysis, assemble the team, manage the team and manage the client toward the solution. You get to go inside the mind of a strategy partner. That is the greatest benefit

of this book. At times you will see references to additional resources that our most loyal members, FIRMSconsulting Insiders and SLIDES 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.). Note: Due to the page number restrictions for print books, this book is split into two parts. You can follow the rest of the engagement in Part 2.

The Dragonfly Effect - Jennifer Aaker
2010-09-28

Proven strategies for harnessing the power of social media to drive social change. Many books teach the mechanics of using Facebook, Twitter, and YouTube to compete in business. But no book addresses how to harness the incredible power of social media to make a difference. The Dragonfly Effect shows you how to tap social media and consumer psychological

insights to achieve a single, concrete goal. Named for the only insect that is able to move in any direction when its four wings are working in concert, this book reveals the four "wings" of the Dragonfly Effect—and how they work together to produce colossal results. Features original case studies of global organizations like the Gap, Starbucks, Kiva, Nike, eBay, Facebook; and start-ups like Groupon and COOKPAD, showing how they achieve social good and customer loyalty. Leverage the power of design thinking and psychological research with practical strategies. Reveals how everyday people achieve unprecedented results—whether finding an almost impossible bone marrow match for a friend, raising millions for cancer research, or electing the current president of the United States. The Dragonfly Effect shows that you don't need money or power to inspire seismic change.

The McKinsey Way - Ethan M. Rasiel
1999-02-22

"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 Strategy Journal - Kris Safarova
2020-07

The heart of this Workbook revolves around the pages to plan your study: from clarifying the problem statement all the way to developing the presentation and quantifying the benefits case in \$. The Workbook is divided into 3 parts: Overview, Guided Example, and Your Study. The Overview offers you a 1-page guide to the entire process we will use to create a highly customized solution for your client. In the Guided Example, we will work together through a study/project to show you how each page will be used. Thereafter, we create blank templates and guides for you to use

on your own study. The Daily Pages are split into 8 weeks with a page for Monday to Friday. The pages help you understand your goals each day with a timeline reminder of the deliverables before each client update. Reminders for the client updates are built into the sheets for you to complete. The Workbook helps identify, measure, and bank the dollar value for your client (or employer) through prompts, templates, and steps to follow. If you are unsure of the process, we have built-in checks and balances so that you can go back and make corrections to any gaps in your earlier thinking. As the study begins to wrap up, we move to implementation. We show you what needs to be done to begin discussing implementation, what to implement, and how to measure and track the implementation benefits, including the sale of the implementation program. The Workbook can replace your primary planning and project

management tools. By moving everything to one document that you can use every day and all the time, it allows you to better track and manage the engagement. Slides and updates can be prepared in the workbook and shared with your team and clients. By moving from laptop and slide-based discussions with clients, the Workbook increases the level of professional intimacy with a client. The Workbook is designed to be stored forever. This will contain your best thinking and should serve as a library for future studies.

Lords of Strategy - Walter Kiechel
2010-03-03

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.

Cracked it! - Bernard Garrette

2018-06-08

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.

