McKinsey & Company

McKinsey Connected Leaders Academy

Leadership Essentials

Deep dive

McKinsey & Company

We have a deep and long-standing commitment to advancing diversity and inclusion in business, in society, and within our Firm.

We believe, and our research suggests, inclusion, equity and diversity make a significant difference to an organization's performance.

In 2020, as part of our 10 Actions to support racial justice and equity, we launched the Black Leadership Academy which has since expanded to the Connected Leaders Academy. Through CLA, we are helping clients diversify their talent pipelines, accelerate the careers of under-represented leaders, and increase their representation in the most senior ranks of organizations. Our portfolio now includes:

- Asian Leadership Academy
- Black Leadership Academy
- Hispanic and Latino Leadership Academy

Connected Leaders Academy provides organizations the opportunity to improve their talent pipeline and unlock their organization's full potential.

Connected Leaders Academy programs provide leaders a catalyst for growth

We currently offer cohorts for Black, Hispanic & Latino, and Asian leaders

☐ Focus of this document

	Leadership Essentials	**Management Accelerator**	**Executive Leadership Program**
Audience	1,000 early careerists / individual contributors	1,000 early- to mid-career managers	150 Executives, 1-2 levels below C-suite
Objective	Sharpen core business acumen and self-leadership tools in preparation for leading teams and larger projects/initiatives	Build the core management and leadership capabilities needed to lead successful businesses and teams	Hone executive leadership capabilities and network to achieve the next critical step in their careers
Timing	30 hours over 3 months (2-3 hours per week)	40 hours over 4 months (2-3 hours per week)	24 hours over 3 months (2 hours per week)
Experience	Self-paced digital modules to anchor content Live virtual webinars to explore leadership mindset topics Expert-led "Ask Me Anything" sessions Larger cohort connectivity Smaller networking groups	Self-paced digital modules and interactive groupwork to anchor content Live virtual webinars to explore leadership topics Larger cohort connectivity Smaller peer groups for networking and to progress concepts CXO / expert-led fireside chats	Expert facilitated live virtual workshops to anchor content CXO / expert-led fireside chats series Larger cohort connectivity Executive-coach led smaller peer groups for networking to progress concepts

Why bring these programs to your organization

Provide a distinctive offering with a proven recipe for leadership development

Grow your **top talent**

Enable greater **peer connectivity for your leaders**

Post-program completion, participants invited to join **NEXT,** CLA's alumni experience, for ongoing learning and connectivity

Leadership Essentials helps enhance leadership capabilities and supports leaders in their ongoing career progression

This program is designed for early careerists (< 5 to 7 years of experience) and individual contributors. This program is based on our leadership expertise and well-tested management offerings.

It builds **core business functional acumen** (e.g., Operations, Strategy, Finance) and self-leadership toolkit for day-to-day execution excellence.
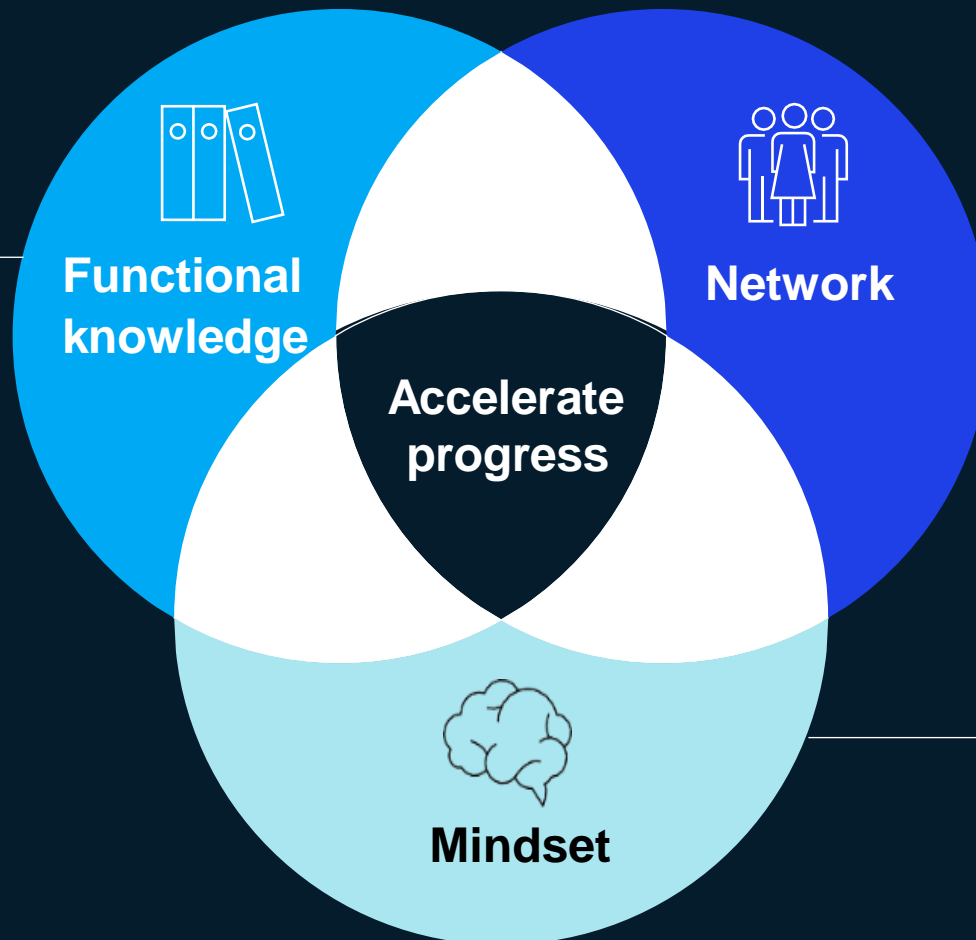
Leadership Essentials benefits leaders by:

- **Improving cross-functional collaboration** by developing a baseline set of functional knowledge to build bridges across their organization

- **Enhancing behaviors** to drive more effective day-to-day leadership

- **Establishing an expanded network of peers across industries and functional groups** for continuous engagement and learning

Participants will gain critical skills and relationships to grow professionally and personally

Build core business acumen through deep dives on **functional topics (i.e., Strategy, Operations, Marketing)** that can be applied across industries and contexts

Functional knowledge

Network

Accelerate progress

Mindset

Hone relationship building toolkit and **deepen network of peers**; after the program, alumni events help maintain relationships

Reflect on self-leadership and **learn critical growth mindsets**

Leadership Essentials is a 3-month blended learning journey designed to build knowledge, shift mindsets and expand networks

● Digital module   ● Virtual webinar   ● Connectivity event   ○ Networking

Business Leadership

Enhance foundational understanding of key functional areas including strategy, finance, operations, marketing & sales

Team Leadership

Develop tools and strategies for day-to-day leadership effectiveness

Self-Leadership

Enhance self-leadership understanding and learn tools to create more belonging

Opening session

Overview of journey
Setting intentions
Looking ahead
Post session-individual reflection

○ **Networking group**

Expert "Ask Me Anything" session: Creating a strong network

Understanding your network
Identifying opportunities to deepen connectivity

○ **Networking group**

Expert "Ask Me Anything" session: Creating your personal brand

Reflecting on key elements of personal brand
Defining your personal brand

○ **Networking group**

Closing session

Bringing it all together
Enablers and barriers
Looking ahead
Post-session individual reflection

○ **Networking group**

Private sector participants can earn digital badges upon program completion

Digital module completion badge

Earn three module completion badges for

- Business Leadership

- Team Leadership

- Self-Leadership

Requirements

- Passed the digital modules with at least 70% proficiency

**Program completion badge**

Earn a program badge for successful completion of the Leadership Essentials program

Requirements

- Attended at least 2 of 4 virtual webinars (including networking groups)

- Completed the digital modules with at least 75% progress through each of the three digital modules

What alumni can expect in their NEXT journey

Learn		
	Expert webinars	Capability building sessions on topics critical to leading today
	Best of McKinsey	Invitations to McKinsey virtual speaker events, access to cutting edge research and thought through McKinsey Insights and other resources
	Monthly newsletter	Hand selected articles, nudges to continue to leverage program learnings, access to registration for all events, spotlights on how peers have used learnings to progress
Connect		
	Networking events	Virtual connectivity events including the Women's Circle, in-person events throughout the year to meet other alums (starting fall 2022)
	LinkedIn	Continued dialogue with cohort peers, faculty and alumni from other cohorts
	Participant driven	Participants are encouraged to self-organize to continue their Peer Board and other connections
Inspire		
	Firesides with senior leaders	Energizing discussions with senior executives who are leading both organizations and meaningful change today

Learn **Connect**

Accelerate progress

Inspire
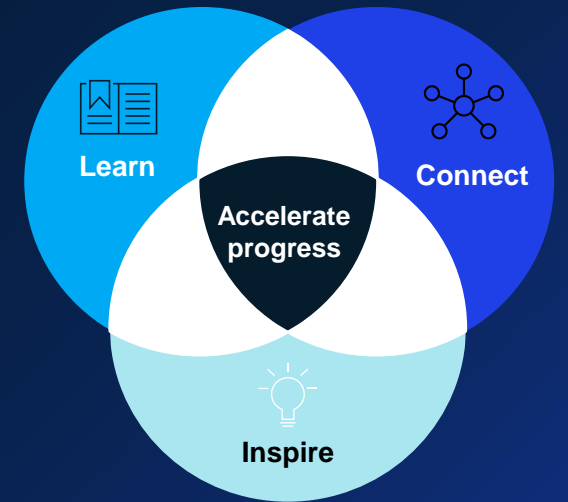
While we have these measures in place, we highly encourage organizational partners to support participants during their ongoing journey

Transformative performance

98%
Recommendation rate[1]

95%
Participants strongly believe that the program enhanced their knowledge and/or capabilities[1]

> **[The] best professional training I have ever taken,** this should be made mandatory for every employee within our organization.

> I liked the peer meetings [and] sharing experiences, **understanding that other peers are facing the same challenges helps you to understand "you are not alone."**

> **I am a better professional now than before.**

> **[The program built] my confidence and [was] thought provoking in many ways.**

> **I wish I had this training at the beginning of my career.**

1. Based on most recent A2E Essentials and Business Fundamental feedback

Our ask of participants

Engage fully
Commit to full, active participation throughout the duration of the program

Connect with peers
Give and get support from your peers through Digital Module Groups, Leadership Peer Boards and virtual events
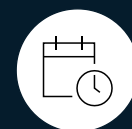
Stay connected
Stay connected, keep us posted on your career progression and nominate leaders from your network for an upcoming program cohort

Our ask of organizations

Encourage sponsorship / mentorship
Engage participant's direct supervisors/ managers to support participants during the program (e.g., providing opportunities to share and apply learnings)

Create the space
Commit to helping your leader(s) create the capacity to engage with the program ~ 10 hours / month

Engage and learn with peers
Commit to Program Champion webinar series, actively engage key organizational leaders (i.e., participants' direct supervisor/ managers), cascade insights to broader organization

Enrollment next steps

1. View the program calendar availability on the **CLA enrollment portal** and identify which cohorts your organization would like to enroll in.

2. Reach out to the CLA enrollment team via **Connected-Leaders-Academy@mckinsey.com** with your requested number of seats per program / cohort. Please note enrollment is subject to availability.

3. Once received, our team will follow up to confirm availability in your requested programs and/or work with you to confirm alternative cohort seats, as needed.

Connected Leaders Academy leadership

Connected Leaders Academy
(across all programs)

Sara Prince
Partner

Michael Park
Senior Partner

Ankur Kumar
Associate Partner

Ashley Thomas
Director of Delivery

Sacha Yabili
Practice Manager

Black Leadership Academy

Sara Prince
Partner

Tunde Olanrewaju
Senior Partner

Hispanic & Latino Leadership Academy

Ingrid Millan
Partner

Roberto Uchoa de Paula
Senior Partner

Asian Leadership Academy

Jo Gupta
Partner

Adrian Kwok
Associate Partner

Typical participant profiles and suggested organizational support

	Leadership Essentials	Management Accelerator	Executive Leadership Program
Participant Profile	Early careerists with less than 7 years work experience OR Individual contributors who are early on the path / trajectory to people leadership	Early to mid-career managers 3-5 levels below C-suite. This may include: • Leaders who are on the cusp of taking on manager roles • Leaders who currently manage/supervise people • Individual contributors who manage functions and/or initiatives	In large organizations, 1-2 levels below the C-suite (2-3 roles from CEO) In small or medium size organizations, may be C-suite level
Key organization support	Direct supervisor involvement and support including • Embedding learning in ongoing 1:1s / check ins • Helping balance program commitments with workload • Creating opportunities for step up learn-ing (i.e., lunch and learn on program concepts with other colleagues, etc.)	Direct supervisor involvement and support including • Embedding learning in ongoing 1:1s / check ins • Helping balance program commitments with workload • Creating opportunities for additional visibility (i.e., share out recommendations) with organizational leaders	Sponsor involvement and support including • Commitment to in-program activities (monthly check ins, Sponsor fireside chat) • Ongoing advocacy and support (i.e., leverage network)
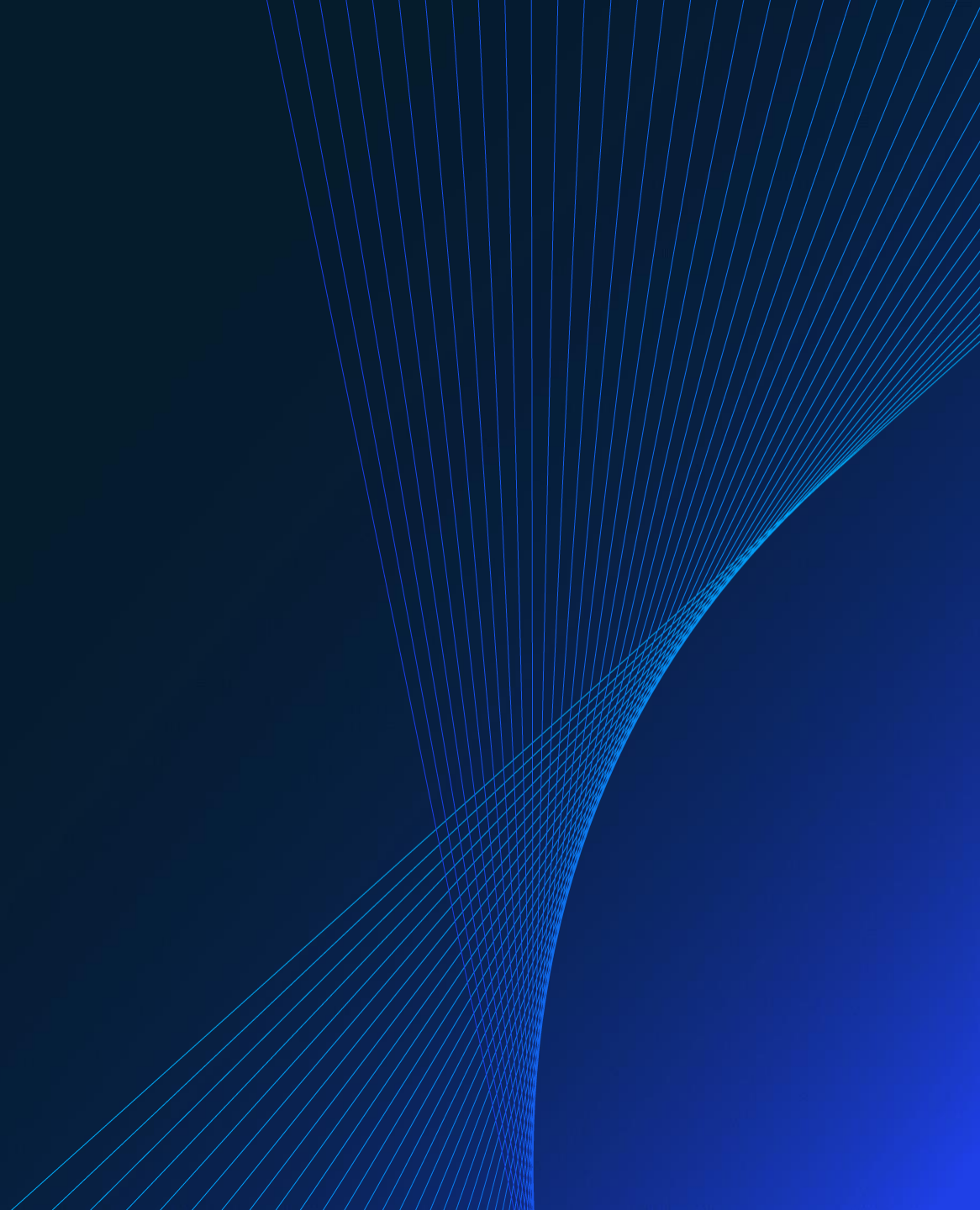
McKinsey has made a commitment to racial justice and equity

There are an initial set of 10 actions to anchor global efforts in favor of racial justice and inclusion for all

1 **Double our Black leadership** and hiring of **Black colleagues** in our firm over the next **four years**

2 **Engage our 32,000 colleagues** in an **anti-racism and inclusion program** in addition to our existing training on unconscious bias. **We will make these materials available publicly** for others to use in their own organizations

3 **Create a firmwide day of service** dedicated to understanding **racial injustice** and **giving back to our communities**. On that day, we will **recognize those who exemplify anti-racism and inclusion**

4 **Bring to bear the best available expertise** to help us ensure our processes are **free from bias** and to support the **attraction, development, advancement and retention of Black and diverse colleagues**

5 **Create a dedicated McKinsey Academy virtual leadership program** and make it available at **no cost to our clients to support rising Black executives**. We will also **broaden and expand our student internship programs** across our firm to help **grow more Black leaders**

6 Building upon the McKinsey Global Institute and our related longstanding research on racial inequities, **we will found a Black economic institute** to translate insights into practical tools to enable our clients to **advance Black economic empowerment and racial equity** in the U.S. and beyond

7 **Double our spending with diverse suppliers** within three years

8 **Contribute $2 million in cash to Generation** to launch new programs in the U.S. to **train and place Black learners in small and medium-sized Black-owned businesses**. Globally, we will double our support for Generation to train and place **40,000 learners in 14 countries**, predominantly from under-represented groups

9 **Commit $200 million over the next 10 years in pro bono work globally** to advance **racial equity and economic empowerment** among Black communities

10 **Donate a total of $5 million** in cash this year to **nonprofits working to create educational opportunities and combat racism**. The majority of this gift will be directed to organizations **to be selected by our McKinsey Black Network colleagues**