McKinsey Connected Leaders Academy
Management Accelerator Program
Deep dive
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**

<table>
<thead>
<tr>
<th>Leadership Essentials</th>
<th>Management Accelerator</th>
<th>Executive Leadership Program</th>
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</thead>
<tbody>
<tr>
<td><strong>Audience</strong></td>
<td>1,000 early careerists / individual contributors</td>
<td>1,000 early- to mid-career managers</td>
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<tr>
<td><strong>Objective</strong></td>
<td>Sharpen core business acumen and self-leadership tools in preparation for leading teams and larger projects/initiatives</td>
<td>Build the core management and leadership capabilities needed to lead successful businesses and teams</td>
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<tr>
<td><strong>Timing</strong></td>
<td>30 hours over 3 months (2-3 hours per week)</td>
<td>40 hours over 4 months (2-3 hours per week)</td>
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<tr>
<td><strong>Experience</strong></td>
<td>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</td>
<td>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</td>
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</table>

Post-program completion, participants invited to join NEXT, CLA’s alumni experience, for ongoing learning and connectivity.
Management Accelerator helps enhance leadership capabilities and supports leaders in their ongoing career progression

This program is designed for early- to mid-career leaders (e.g., non-executives, typically 3 - 5 levels below the C-suite). This program is based on our leadership expertise and well-tested management offerings.

It enhances **core business acumen capabilities** (e.g., strategic thinking, problem solving) and leadership skills needed to lead successful businesses and teams.

Management Accelerator benefits leaders by:

- **Improving cross-functional collaboration and business impact** through sharper critical thinking and strategic decision making
- **Enhancing leadership mindsets and behaviors** to inspire and lead others / teams
- **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

Sharpen core management tools around decision making and business strategy through individual learning and applied group work can be applied across industries and contexts

Strengthen networks with peers: after the program, alumni events help maintain relationships

Embrace growth mindset and leverage practical tools / approaches to build people leadership skills
Management Accelerator is a 4-month blended learning journey designed to build knowledge, shift mindsets and expand networks.

Adaptability & Resilience
Deepen your understanding of leading yourself, and others / teams; hone and practice key principles to enable your leadership toolkit.

Kickoff
Overview of journey
Unlocking identity
Networking & sponsorship
Post-webinar individual reflection

Personal Energy Management
Lead with balance
Avoiding burnout

Midpoint
Pause and reflect
Leadership mindsets and practices
Cultivating critical mindsets
Post-webinar individual reflection

Problem Solving
Improve your ability to define challenging problems and develop actionable recommendations
Group work: Create an issue tree

Business Strategy
Develop strategies that can help your team and business gain sustainable advantage
Group work: Frame a strategic decision and choices

Personal Brand
Key elements to consider
Refining your personal brand

Capstone
Bringing it all together
Reflection on leadership journey
Looking ahead
Post-webinar individual reflection

Leadership Peer Board
The program experience is based on our proven methodology, informed by the latest learning, brain, and behavioral science.

Our participant experience includes:

- Approximately 40 hours total over 4-months or about 2 hours a week for digital modules and 2 hours per month for additional program events
- A mix of digital modules, virtual workshops, digital nudges, expert office hours, connectivity touchpoints, and more
- Resources and discussion boards within each module experience to further reinforce the learnings

Built on a proven methodology:

- **P**: Practice and Apply
- **R**: Reinforce and Space
- **I**: Immerse and Intensify
- **S**: Socially learn, Collaboratively work
- **M**: Motivate and change Mindsets
Participants engage in two groups throughout the journey: a Digital Module Group and Leadership Peer Board

<table>
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<tr>
<th>Group work assignments</th>
<th>Group coordinator²</th>
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<tbody>
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### Digital Module Group

**Purpose:** Collaborate on 2 digital module group work assignments

**Size:** 5 – 6 individuals

**Composition:** Participants from the same organization¹

### Leadership Peer Board

**Purpose:** Engage in 3 self-facilitated conversations that build on webinar themes and peer connectivity and reflection. Participants can leverage discussion guidance available the Reflection Journal

**Size:** 10 – 12 individuals

**Composition:** Participants from across the cohort of ~1,000

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¹ Organizations sending smaller groups may be combined with another organization

² Group coordinators are responsible for convening each group’s initial meeting; Digital Module Group Coordinators also submit group work assignments on behalf of the team
Private sector participants can earn digital badges upon program completion

Digital module completion badge
Earn three module completion badges for
• Adaptability & Resilience
• Problem Solving
• Business Strategy

Requirements
• Passed the digital modules with at least 70% proficiency

Program completion badge
Earn a program badge for successful completion of the Management Accelerator program

Requirements
• Attended at least 2 out of 3 virtual webinars
• 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**

<table>
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<tr>
<th>Expert webinars</th>
<th>Capability building sessions on topics critical to leading today</th>
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<tbody>
<tr>
<td>Best of McKinsey</td>
<td>Invitations to McKinsey virtual speaker events, access to cutting edge research and thought through McKinsey Insights and other resources</td>
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<tr>
<td>Monthly newsletter</td>
<td>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</td>
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</tbody>
</table>

**Connect**

<table>
<thead>
<tr>
<th>Networking events</th>
<th>Virtual connectivity events including the Women’s Circle, in-person events throughout the year to meet other alums (starting fall 2022)</th>
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<tr>
<td>LinkedIn</td>
<td>Continued dialogue with cohort peers, faculty and alumni from other cohorts</td>
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<tr>
<td>Participant driven</td>
<td>Participants are encouraged to self-organize to continue their Peer Board and other connections</td>
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**Inspire**

| Firesides with senior leaders | Energizing discussions with senior executives who are leading both organizations and meaningful change today |

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While we have these measures in place, we highly encourage organizational partners to support participants during their ongoing journey.
93%+
Recommendation rate

92%+
Feel the program enhanced their knowledge and/or capabilities

Transformative performance

Tools, worksheets, templates were easily available. The value was compounded when I could use the skills with my community activities or at home as well.

These fundamentals are everything that each employee, especially our leaders, need to optimize.

The Fundamentals helped my to find ways to save 30 mins from my morning routine.

This is far and away more applicable and has more takeaway knowledge than the other required online learning modules I’ve had to complete.

This content is pure gold - Especially for a young leader of an organization learning how to incorporate strategy into our work.

[Business Fundamentals will] make me a better leader… It'll give me the tools to work with our talent differently, more effectively.
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., direct supervisors/ managers of participants), cascade insights to broader organization
Enrollment next steps

1. View the program calendar availability on the [CLA enrollment portal](https://www.cla-mckinsey.com) 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](mailto: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)

<table>
<thead>
<tr>
<th>Connected Leaders Academy</th>
<th>Black Leadership Academy</th>
<th>Hispanic &amp; Latino Leadership Academy</th>
<th>Asian Leadership Academy</th>
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<tbody>
<tr>
<td>Sara Prince</td>
<td>Sara Prince</td>
<td>Ingrid Millan</td>
<td>Jo Gupta</td>
</tr>
<tr>
<td>Michael Park</td>
<td>Tunde Olanrewaju</td>
<td>Roberto Uchoa de Paula</td>
<td>Adrian Kwok</td>
</tr>
<tr>
<td>Ankur Kumar</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ashley Thomas</td>
<td></td>
<td></td>
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<tr>
<td>Sacha Yabili</td>
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**McKinsey & Company**

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### Typical participant profiles and suggested organizational support

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| **Participant Profile** | 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 |
| **Early careerists with less than 7 years work experience** | **Early careerists with less than 7 years work experience** | **Early careerists with less than 7 years work experience** |
| **OR** | **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 learning (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 |
| **Individual contributors who are early on the path / trajectory to people leadership** | **Sponsor involvement and support including**  
  • Commitment to in-program activities (monthly check ins, Sponsor fireside chat)  
  • Ongoing advocacy and support (i.e., leverage network) | **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.