

# The Mckinsey Mind Understanding And Implementing The Problem Solving Tools And Management Techniques Of The Worlds Top Strategic Consulting Firm

The ultimate guide to maximizing shareholder value through ERM The first book to introduce an emerging approach synthesizing ERM and value-based management, Corporate Value of Enterprise Risk Management clarifies ERM as a strategic business management approach that enhances strategic planning and other decision-making processes. A hot topic in the wake of a series of corporate scandals as well as the financial crisis Looks at ERM as a way to deliver on the promise of balancing risk and return A practical guide for corporate Chief Risk Officers (CROs) and other business professionals seeking to successfully implement ERM ERM is here to stay. Sharing his unique insights and experiences as a recognized global thought leader in this field, author Sim Segal offers world-class guidance on how your business can successfully implement ERM to protect and increase shareholder value.

Exploring the relationships between top management consultant teams and their clients, this text includes case studies from both the private and public sectors, as well as describing how the approaches employed can be utilised for other companies.

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 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

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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.

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.

Bring strategy into your daily work. It's your responsibility as a manager to ensure that your work--and the work of your team--aligns with the overarching objectives of your organization. But when you're faced with competing projects and limited time, it's difficult to keep strategy front of mind. How do you keep your eye on the long term amid a sea of short-term demands? The HBR Guide to Thinking Strategically provides practical advice and tips to help you see the big-picture perspective in every aspect of your daily work, from making decisions to setting team priorities to attacking your own to-do list. You'll learn how to: Understand your organization's strategy Align your team around key objectives Focus on the priorities that matter most Spot trends in your company and in your industry Consider future outcomes when making decisions Manage trade-offs Embrace a leadership mindset

"A first-class template demonstrating how to use superior leadership to drive performance in large organizations." - Paul Myners (Lord Myners), former FTSE100 Chair and Treasury Minister Leadership effectiveness drives organizational performance, yet almost half of all organizations face some kind of leadership gap that they are not able to fill. In *Leadership at Scale*, McKinsey experts Claudio Feser, Michael Rennie and Nicolai Nielsen share their secrets on how to increase leadership effectiveness across an organization. Using extensive research, distilled insights from McKinsey's leadership development work in practice, and lessons from a highly successful leadership development program, this book will focus on the leadership behaviors that matter most.

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.

This book examines volatility, uncertainty, complexity and ambiguity (VUCA) and addresses the need for broader knowledge and application of new concepts and frameworks to deal with unpredictable and rapid changing situations. The

premises of VUCA can shape all aspects of an organization. To cover all areas, the book is divided into six sections. Section 1 acts as an introduction to VUCA and complexity. It reviews ways to manage complexity, while providing examples for tools and approaches that can be applied. The main focus of Section 2 is on leadership, strategy and planning. The chapters in this section create new approaches to handle VUCA environments pertaining to these areas including using the Tetralemma logics, tools from systemic structural constellation (SySt) approach of psychotherapy and organizational development, to provide new ideas for the management of large strategic programs in organizations. Section 3 considers how marketing and sales are affected by VUCA, from social media's influence to customer value management. Operations and cost management are highlighted in Section 4. This section covers VUCA challenges within global supply chains and decision-oriented controlling. In Section 5 organizational structure and process management are showcased, while Section 6 is dedicated to addressing the effects of VUCA in IT, technology and data management. The VUCA forces present businesses with the need to move from linear modes of thought to problem solving with synthetic and simultaneous thinking. This book should help to provide some starting points and ideas to deal with the next era. It should not be understood as the end of the road, but as the beginning of a journey exploring and developing new concepts for a new way of management. "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.

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

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.

A look at how new technologies can be put to use in the creation of a more just society. Artificial Intelligence (AI) is not likely to make humans redundant. Nor will

it create superintelligence anytime soon. But it will make huge advances in the next two decades, revolutionize medicine, entertainment, and transport, transform jobs and markets, and vastly increase the amount of information that governments and companies have about individuals. AI for Good leads off with economist and best-selling author Daron Acemoglu, who argues that there are reasons to be concerned about these developments. AI research today pays too much attention to the technological hurdles ahead without enough attention to its disruptive effects on the fabric of society: displacing workers while failing to create new opportunities for them and threatening to undermine democratic governance itself. But the direction of AI development is not preordained. Acemoglu argues for its potential to create shared prosperity and bolster democratic freedoms. But directing it to that task will take great effort: It will require new funding and regulation, new norms and priorities for developers themselves, and regulations over new technologies and their applications. At the intersection of technology and economic justice, this book will bring together experts--economists, legal scholars, policy makers, and developers--to debate these challenges and consider what steps tech companies can do take to ensure the advancement of AI does not further diminish economic prospects of the most vulnerable groups of population.

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.

INSTANT NEW YORK TIMES BESTSELLER "One of the most important books I've ever read—an indispensable guide to thinking clearly about the world." – Bill Gates "Hans Rosling tells the story of 'the secret silent miracle of human progress' as only he can. But Factfulness does much more than that. It also explains why progress is so often secret and silent and teaches readers how to see it clearly." —Melinda Gates "Factfulness by Hans Rosling, an outstanding international public health expert, is a hopeful book about the potential for human progress when we work off facts rather than our inherent biases." - Former U.S. President Barack Obama Factfulness: The stress-reducing habit of only carrying opinions for which you have strong supporting facts. When asked simple questions about global trends—what percentage of the world's population live in poverty; why the world's population is increasing; how many girls finish school—we systematically get the answers wrong. So wrong that a chimpanzee

choosing answers at random will consistently outguess teachers, journalists, Nobel laureates, and investment bankers. In *Factfulness*, Professor of International Health and global TED phenomenon Hans Rosling, together with his two long-time collaborators, Anna and Ola, offers a radical new explanation of why this happens. They reveal the ten instincts that distort our perspective—from our tendency to divide the world into two camps (usually some version of us and them) to the way we consume media (where fear rules) to how we perceive progress (believing that most things are getting worse). Our problem is that we don't know what we don't know, and even our guesses are informed by unconscious and predictable biases. It turns out that the world, for all its imperfections, is in a much better state than we might think. That doesn't mean there aren't real concerns. But when we worry about everything all the time instead of embracing a worldview based on facts, we can lose our ability to focus on the things that threaten us most. Inspiring and revelatory, filled with lively anecdotes and moving stories, *Factfulness* is an urgent and essential book that will change the way you see the world and empower you to respond to the crises and opportunities of the future. --- "This book is my last battle in my life-long mission to fight devastating ignorance...Previously I armed myself with huge data sets, eye-opening software, an energetic learning style and a Swedish bayonet for sword-swallowing. It wasn't enough. But I hope this book will be." Hans Rosling, February 2017.

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

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.

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

Are you ready to lead? Will you pass the test? Despite all the effort through the years to understand what it takes to be an effective leader, the challenges of leadership remain

enormously difficult and elusive; even today, most CEOs don't last five years in the job. The demands to deliver at a consistently high level can be unforgiving. The loneliness. The weight of responsibility. The relentless second-guessing and criticism. The pressure to build all-star teams. The 24/7 schedule that requires superhuman stamina. The tough decisions that often leave no one happy. The expectation to always have the right answer when it can be hard just to know the right question. These challenges are brought into their highest and sharpest relief in the corner office, but they are hardly unique to chief executives. All leaders face their own version of these tests, and the authors draw on the distilled wisdom, stories, and lessons from hundreds of chief executives to show how every aspiring leader can master these challenges and lead like a CEO. These foundational leadership skills will make all aspiring executives more effective in their roles today and lift the trajectory of their careers. The CEO Test is the authoritative, no-nonsense insider's guide to navigating leadership's toughest challenges, brought to you by authors uniquely qualified to tell the stories. Adam Bryant has conducted in-depth interviews with more than 600 CEOs. Kevin Sharer spent more than two decades as president and then CEO of Amgen, where he led its expansion from \$1 billion in annual revenues to nearly \$16 billion. He has served on many boards and is a sought-after mentor for CEOs of global companies. Leadership is getting harder as the speed of disruption across all industries accelerates. The CEO Test will better prepare you to succeed, whether you're a CEO or just setting out to become one. The number one guide to corporate valuation is back and better than ever Thoroughly revised and expanded to reflect business conditions in today's volatile global economy, Valuation, Fifth Edition continues the tradition of its bestselling predecessors by providing up-to-date insights and practical advice on how to create, manage, and measure the value of an organization. Along with all new case studies that illustrate how valuation techniques and principles are applied in real-world situations, this comprehensive guide has been updated to reflect new developments in corporate finance, changes in accounting rules, and an enhanced global perspective. Valuation, Fifth Edition is filled with expert guidance that managers at all levels, investors, and students can use to enhance their understanding of this important discipline. Contains strategies for multi-business valuation and valuation for corporate restructuring, mergers, and acquisitions Addresses how you can interpret the results of a valuation in light of a company's competitive situation Also available: a book plus CD-ROM package (978-0-470-42469-8) as well as a stand-alone CD-ROM (978-0-470-42457-7) containing an interactive valuation DCF model Valuation, Fifth Edition stands alone in this field with its reputation of quality and consistency. If you want to hone your valuation skills today and improve them for years to come, look no further than this book.

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.

*Reimagining India* brings together leading thinkers from around the world to explore the challenges and opportunities faced by one of the most important and least understood nations on earth. India's abundance of life—vibrant, chaotic, and tumultuous—has long been its foremost asset. The nation's rising economy and burgeoning middle class have earned India a place alongside China as one of the world's two indispensable emerging markets. At the same time, India's tech-savvy entrepreneurs and rapidly globalizing firms are upending key sectors of the world economy. But what is India's true potential? And what can be done to unlock it? McKinsey & Company has pulled in wisdom from many corners—social and cultural as well as economic and political—to launch a feisty debate about the future of Asia's "other superpower." *Reimagining India* features an all-star cast of contributors, including CNN's Fareed Zakaria; Mukesh Ambani, CEO of India's largest private conglomerate; Microsoft founder Bill Gates; Google chairman Eric Schmidt; Harvard Business School dean Nitin Nohria; award-winning authors Suketu Mehta (*Maximum City*), Edward Luce (*In Spite of the Gods*), and Patrick French (*India: A Portrait*); Nandan Nilekani, Infosys cofounder and chairman of the Unique Identification Authority of India; and a host of other leading executives, entrepreneurs, economists, foreign policy experts, journalists, historians, and cultural luminaries. These essays explore topics like the strengths and weaknesses of India's political system, growth prospects for India's economy, the competitiveness of Indian firms, India's rising international profile, and the rapid evolution of India's culture. Over the next decade India has the opportunity to show the rest of the developing world how open, democratic societies can achieve high growth and shared prosperity. Contributors offer creative strategies for seizing that opportunity. But they also offer a frank assessment of the risks that India's social and political fractures will instead thwart progress, condemning hundreds of millions of people to enduring poverty. *Reimagining India* is a critical resource for readers seeking to understand how this vast and vital nation is changing—and how it promises to change the world around us.

Author and consultant Jennifer Garvey Berger has worked with all types of leaders—from top executives at Google to nonprofit directors who are trying to make a dent in social change. She hears a version of the same plea from every client in nearly every sector around the world: "I know that complexity and uncertainty are testing my instincts, but I don't know which to trust. Is there some way to know what to do when I can't know what's next?" Her newest work is an answer to this plea. Using her background in adult development, complexity theories, and leadership consultancy, Garvey Berger discerns five pernicious and pervasive "mind traps" to frame the book.

These are: the desire for simple stories, our sense that we are right, our desire to get along with others in our group, our fixation with control, and our constant quest to protect and defend our egos. In addition to understanding why these natural impulses steer us wrong in a fast-moving world, leaders will get powerful questions and approaches that help them escape these patterns.

"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.

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

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 Vandenberg—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 Vandenberg 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. Management Consulting industry is growing rapidly in India. There is a strong need among consulting professionals for sharing cross-functional and emerging-sector experience. Case studies from business schools fulfill this need partly, but small and individual consultants need more access to experiential learning. This book is designed to fulfill this need as well as to serve as a core reading in the curriculum of business schools. Leading consultants from India share their experiences in these areas of Management Consulting: o Strategic Marketing, o International Marketing, o Brand Management, o Human Resource Development, o Executive Search, o Mergers and Acquisitions, o Project Finance, o E-Governance, o Corporate Governance, o Institution Building, and more. This book would also be useful as training material for individual and small consultants who come from varied backgrounds. Larger Indian as well as international corporations would also find these experiences helpful in getting

assignments and in their actual implementation in the local Indian conditions.

Management consulting is seen as a glamorous profession. Behind the mystique are the consultants who put in extraordinary effort, synthesize great problem-solving skills and display fine personal attributes that enable them to capture the attention and respect of their clients. This book opens up to that world through the story of Samanta Thomas, a character based on countless excellent consultants, through whom we get inside the very mind of a consultant and their journey. As you traverse the journey of a management graduate growing to a partner in a top consulting firm, *The Mind of a Consultant* helps you understand various key skills that makes a successful consultant. The real-life experiences of consulting leaders bridge the gap between concepts and practical insights. Problem-solving, management models, financial acumen, client management, leadership, networking and work-life integration-this book hands you the tools to professional career success in a hands-on and easy-to-understand manner. 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.

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

The #1 New York Times bestseller. Over 3 million copies sold! *Tiny Changes, Remarkable Results* No matter your goals, *Atomic Habits* offers a proven framework for improving--every day. James Clear, one of the world's leading experts on habit formation, reveals practical strategies that will teach you exactly how to form good habits, break bad ones, and master the tiny behaviors that lead to remarkable results. If

you're having trouble changing your habits, the problem isn't you. The problem is your system. Bad habits repeat themselves again and again not because you don't want to change, but because you have the wrong system for change. You do not rise to the level of your goals. You fall to the level of your systems. Here, you'll get a proven system that can take you to new heights. Clear is known for his ability to distill complex topics into simple behaviors that can be easily applied to daily life and work. Here, he draws on the most proven ideas from biology, psychology, and neuroscience to create an easy-to-understand guide for making good habits inevitable and bad habits impossible. Along the way, readers will be inspired and entertained with true stories from Olympic gold medalists, award-winning artists, business leaders, life-saving physicians, and star comedians who have used the science of small habits to master their craft and vault to the top of their field. Learn how to: • make time for new habits (even when life gets crazy); • overcome a lack of motivation and willpower; • design your environment to make success easier; • get back on track when you fall off course; ...and much more. *Atomic Habits* will reshape the way you think about progress and success, and give you the tools and strategies you need to transform your habits--whether you are a team looking to win a championship, an organization hoping to redefine an industry, or simply an individual who wishes to quit smoking, lose weight, reduce stress, or achieve any other goal.

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

“A propulsive narrative filled with boldfaced names from business and politics. At times, it is a dishy score settler.”—*The New York Times* For nine years, Rajat Gupta led McKinsey & Co.—the first foreign-born person to head the world’s most influential management consultancy. He was also the driving force behind major initiatives such as the Indian School of Business and the Public Health Foundation of India. A globally respected figure, he sat on the boards of distinguished philanthropic institutions such as

the Gates Foundation and the Global Fund to Fight AIDS, Tuberculosis and Malaria, and corporations, including Goldman Sachs, American Airlines, and Procter & Gamble. In 2011, to the shock of the international business community, Gupta was arrested and charged with insider trading. Against the backdrop of public rage and recrimination that followed the financial crisis, he was found guilty and sentenced to two years in jail. Throughout his trial and imprisonment, Gupta has fought the charges and maintains his innocence to this day. In these pages, Gupta recalls his unlikely rise from orphan to immigrant to international icon as well as his dramatic fall from grace. He writes movingly about his childhood losses, reflects on the challenges he faced as a student and young executive in the United States, and offers a rare inside glimpse into the elite and secretive culture of McKinsey, "the Firm." And for the first time, he tells his side of the story in the scandal that destroyed his career and reputation. Candid, compelling, and poignant, Gupta's memoir is much more than a courtroom drama; it is an extraordinary tale of human resilience and personal growth.

The vertical/functional hierarchy has been the mainstay of business since the industrial revolution. But it has its problems. In fact, the vertical design all but guarantees fragmented tasks, overspecialization, fiefdoms, turf wars, the urge to control from the top--all the negatives that foster organizational paralysis. In *The Horizontal Organization*, Frank Ostroff provides executives with the first truly viable alternative to the age-old vertical alignment. Indeed, he offers nothing less than the first full view of what the organization of the future looks like and how it works. The concept of horizontal organization has been hailed in *Fortune* as "a model corporation for the next fifty years" and in a *Business Week* cover story as "the real thing." But until now, management books have offered only piecemeal accounts of what the organization of the future might look like. Ostroff, a key developer of the concept of the horizontal organization, offers the first workable road map. He describes what the horizontal organization is, what it looks like, why it is important, how it helps improve performance, where it is appropriate, and how to develop it. The book contains real case examples that show how major international corporations (and one federal agency) have used Ostroff's concepts to meet their competitive goals. For instance, we see how Ford Motor Company's Customer Service Division turned to the horizontal organization to meet a highly ambitious goal--to get the customer's car fixed right, on time, the first time, at a competitive price, in convenient locations. We see how a horizontal design radically improved the performance of OSHA (the federal agency that oversees occupational safety), transforming it from a bureaucratic enforcer of regulations to a proactive problem-solver in a concerted effort to improve working conditions and save lives. And we see how Xerox combined both vertical and horizontal designs successfully, a case that underscores when a firm can best use the horizontal organization to achieve their goals. Ostroff also looks at a General Electric plant in North Carolina, Motorola's Space and Systems Technology Group, and the home finance division of Barclays Bank, highlighting how these major corporations have also used the horizontal organization to radically improve productivity. Many successful business books, such as *Reengineering the Corporation* and *Beyond Reengineering*, have given managers only a piece of the puzzle. Ostroff gives us the complete picture. *The Horizontal Organization* offers the first usable roadmap to the twenty-first-century firm. It is a book everyone who desires to radically improve the performance of their

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

The coauthors of the bestselling *Peak Performance* dive into the fascinating science behind passion, showing how it can lead to a rich and meaningful life while also illuminating the ways in which it is a double-edged sword. Here's how to cultivate a passion that will take you to great heights—while minimizing the risk of an equally great fall. Common advice is to find and follow your passion. A life of passion is a good life, or so we are told. But it's not that simple. Rarely is passion something that you just stumble upon, and the same drive that fuels breakthroughs—whether they're athletic, scientific, entrepreneurial, or artistic—can be every bit as destructive as it is productive. Yes, passion can be a wonderful gift, but only if you know how to channel it. If you're not careful, passion can become an awful curse, leading to endless seeking, suffering, and burnout. Brad Stulberg and Steve Magness once again team up, this time to demystify passion, showing readers how they can find and cultivate their passion, sustainably harness its power, and avoid its dangers. They ultimately argue that passion and balance--that other virtue touted by our culture--are incompatible, and that to find your passion, you must lose balance. And that's not always a bad thing. They show readers how to develop the right kind of passion, the kind that lets you achieve great things without ruining your life. Swift, compact, and powerful, this thought-provoking book combines captivating stories of extraordinarily passionate individuals with the latest science on the biological and psychological factors that give rise to—and every bit as important, sustain—passion.

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