

# Forward

Foundation Level Handbook

Name: \_\_\_\_\_

# Welcome to Forward!

We are excited to welcome you to McKinsey Forward.

Designed for young professionals, this learning and development journey will equip you with a broad set of practical skills to boost your career and thrive in your current and future roles.

Forward consists of **3 levels of learning**. The more you engage and progress, the more knowledge and experiences you can unlock.

Throughout the program, you can plan to invest around **2 hours per week** to take in the complete learning and embed it into your day-to-day life.

This handbook is for the first level of **Forward – the Foundation Level**.

The handbook is a great resource to help you **stay on track with the program**. Refer to the lessons and activities you should plan to complete each week to finish by the deadline.

**It can also serve as a canvas for you to capture ideas, reflections and insights** during and after the program. Write your name on the front cover and make it your own!

We hope you will embark on your journey energized and motivated, with personal learning intentions to help you achieve the results you desire.

McKinsey  
& Company

Take a Step.  
**Forward.**



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## Overview & Foundation Level Planner

Digital Courses

360 Skills Assessment

Social Media Resources & Guidelines

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# Forward is designed over three levels. Complete the requirements by the deadline to transition to the next levels.



## Foundation level (L1)

- Welcome Webinar
- Digital courses
  - Adaptability & Resilience
  - Problem Solving (Part 1)
  - Communicating with Impact (Part 1)
  - Digital Essentials
- Reflections and feedback
  - 360 Skills Assessment

### Supported with:

- Weekly progress emails
- Letter to future self
- Meet your Cohort Discussion Board
- Topical Discussion Boards



## Transition Requirements

- All digital courses
- 360 Skills Assessment
- Letter to future self



## Advanced level (L2)

- Welcome webinar
- Digital courses
  - Problem Solving (Part 2)
  - Communicating with Impact (Part 2)
- Virtual learning events
  - Lead Forward
  - Think Forward
- Group assignment
- End of program quiz

### Supported with:

- Weekly progress emails
- Q&A sessions by McKinsey coaches for group work
- Discussion Boards



## Transition Requirements

- All digital courses
- 2 virtual learning events
- Group assignment
- End of program quiz



## Network level (L3)

- Expand your network
  - Forward Alumni group
  - Virtual networking events
- Further your growth
  - Peer support
  - Booster webinars
- Shape the future of Forward
  - Becoming Forward faculty
  - Driving outreach
  - Co-developing activities

### Supported with:

- Food for thought
- Regular newsletter

## Content and activities in the Forward journey fall under 3 topics, mapped to the most critical Future of Work skills

### ● Lead Yourself & Others

Applying social and emotional skills to build adaptability and develop authentic relationships

### ● Conquer Business Challenges

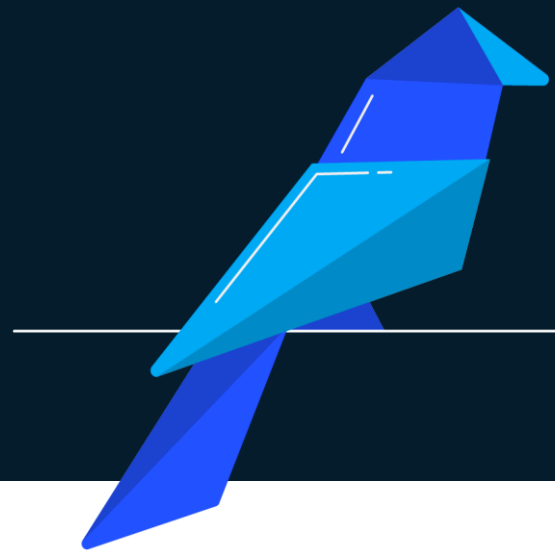
Using structured thinking tools to solve complex challenges and communicating messages with impact

### ● Navigate the Digital World

Understanding and applying new ways of working and thinking in an increasingly digital world

# Foundation Level Planner

Below is the list of components of the Foundation Level. Use this checklist to mark your progress along the learning journey. Use the suggested timelines to help you pace yourself through the journey to complete by the deadline.



	Item	Description	Duration
<b>Preparation &amp; Week 1</b>	<input type="checkbox"/> Explore the Forward Welcome Section	Introductory videos and messages	3 minutes
	<input type="checkbox"/> Write a letter to your future self	Self reflection exercise	15 minutes
	<input type="checkbox"/> Meet your cohort on the Discussion Board	Introduce yourself and connect with your peers	Self-timed
	<input type="checkbox"/> Attend a Welcome Webinar	Virtual webinar with McKinsey team and program peers	1 hour
<b>Weeks 1 – 3</b>	<input type="checkbox"/> Complete the Adaptability & Resilience digital course	5 fully digital self-paced lessons	3-4 hours
<b>Weeks 4 – 5</b>	<b>Forward festive break</b>	<b>Take a well-deserved break to recharge</b>	<b>2 weeks</b>
<b>Weeks 6 – 10</b>	<input type="checkbox"/> Complete the 360 Skills Assessment – self-assessment & nominee feedback	Online tool to reflect on your future of work skills and gather feedback from at least 2 nominees	30 minutes
	<input type="checkbox"/> Complete the Problem Solving (Part 1) digital course	3 fully digital self-paced lessons	3-4 hours
	<input type="checkbox"/> Complete the Communicating for Impact (Part 1) digital course	4 fully digital self-paced lessons	3-4 hours
<b>Weeks 11 – 12</b>	<input type="checkbox"/> Complete the Digital Essentials digital course	7 fully digital self-paced lessons	2-3 hours
	<input type="checkbox"/> Complete the feedback survey	End of Foundation Level feedback survey on your experience	10 minutes



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# Adaptability & Resilience Digital Course

A 3-4 hour course that will improve your ability to learn, react, adjust and perform in different types of situations.



## What you will learn

- Recognize and shift your own mindset patterns about learning
- Apply personalized learning tools and strategies
- Build resilience and emotional flexibility to persevere in your learning journey and in times of change more generally
- Apply techniques to best enable an effective team learning environment

## Planner

DECEMBER							2022
M	T	W	T	F	S	S	
			1	2	3	4	
5	6	7	8	9	10	11	
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
26	27	28	29	30	31		

### Week 1

- ☐ **Lesson 1:** Introduction
- ☐ **Lesson 2:** Setting Learning Intentions

### Week 2

- ☐ **Lesson 3:** Developing Mindsets

### Week 3

- ☐ **Lesson 4:** Building Learning Habits
- ☐ **Lesson 5:** Developing Psychological Safety

# Adaptability & Resilience Digital Course

Capture your notes here



**What are my key take-aways from the course?**

**What am I already doing really well?**

**What can I improve based on what I learned?**

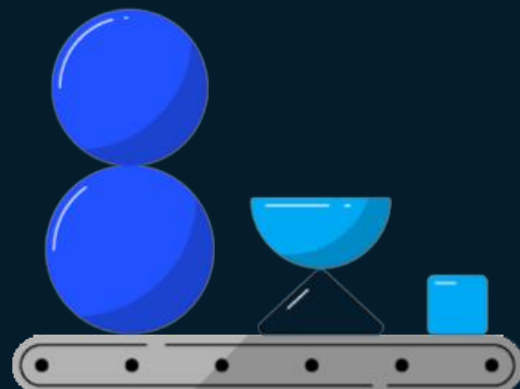
**What is one new thing I learned that I will try at work or in my personal life immediately?**



# Problem Solving (Part 1)

## Digital Course

A 3-4 hour course that helps you effectively tackle different problems that arise in a business context and introduces you to McKinsey's approach to problem solving.



### What you will learn

- Why problem solving is important and how it can help you
- Five structured approaches to problem solving, with a focus on hypothesis-led and the seven step approach
- How to define a problem in a way that best positions the problem-solving effort for success

### Planner

DECEMBER 2022						
M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JANUARY 2023						
M	T	W	T	F	S	S
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

#### Week 4 & 5

Festive Break

#### Week 5 & 6

☐ **Lesson 1:**  
McKinsey's  
approach to  
problem solving

☐ **Discussion:**  
Current barriers  
and approach

#### Week 6

☐ **Lesson 2:** A  
Structured  
Approach to  
Problem Solving

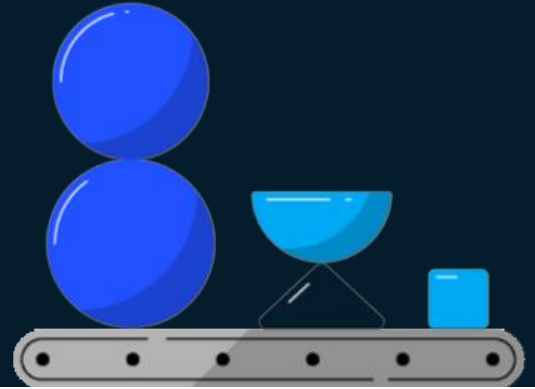
#### Week 7

☐ **Lesson 3:** Define  
the Problem

# Problem Solving (Part 1)

## Digital Course

Capture your notes here



**What are my key take-aways from the course?**

**What am I already doing really well?**

**What can I improve based on what I learned?**

**What is one new thing I learned that I will try at work or in my personal life immediately?**

# Communicating for Impact (Part 1)

## Digital Course

A 3-4 hour course that helps you become a more effective communicator in all aspects of life through powerful and practical tools like EPIC!



### What you will learn

- How to use the EPIC communications approach to capture your audience's attention and move them to action
- How to structure your ideas into clear and compelling message
- How to go beyond providing a summary and into providing insights

### Planner

JANUARY 2023						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
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FEBRUARY 2023						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

#### Week 8

- ☐ **Lesson 1:** Introduction
- ☐ **Discussion:** Which speakers do you find inspiring?

#### Week 9

- ☐ **Lesson 2:** Connect with your audience

#### Week 10

- ☐ **Lesson 3:** Orient towards an objective
- ☐ **Lesson 4:** Structure an argument

**Note:** Communicating for Impact Lessons 5 till 8 will continue in the Advanced Level

# Communicating for Impact (Part 1)

## Digital Course

Capture your notes here



**What are my key take-aways from the course?**

**What am I already doing really well?**

**What can I improve based on what I learned?**

**What is one new thing I learned that I will try at work or in my personal life immediately?**

# Digital Essentials

## Digital Course

A 2-3 hours course that de-mystifies “digital” and helps you build a foundational “digital toolkit” so you can meaningfully contribute to digital transformation efforts.



### What you will learn

- What is “digital”, why it matters, and how it creates value
- What you can do and what you need to know to build your digital “toolkit”
- New ways of working and thinking around Design Thinking, Agile and Data and how they can help you improve your performance and the outcomes of your work

### Planner

FEBRUARY 2023						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

### Week11 & 12

- ☐ **Lesson 1:** Why is everyone so excited about digital?
- ☐ **Lesson 2:** How do organizations go digital?
- ☐ **Lesson 3:** Design Thinking

- ☐ **Lesson 4:** Agile
- ☐ **Lesson 5:** Technology
- ☐ **Lesson 6:** Data
- ☐ **Lesson 7:** My Digital Toolkit

# Digital Essentials

## Digital Course

**Capture your notes here**



**What are my key take-aways from the course?**

**What am I already doing really well?**

**What can I improve based on what I learned?**

**What is one new thing I learned that I will try at work or in my personal life immediately?**



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# 360 Skills Assessment tool

## Feedback is a gift!

Constructive feedback, given at the right moment, is an invaluable benefit for any professional striving for personal development or career advancement.



## Description



Your **Forward 360 skills assessment** is a tool that will allow you to **reflect on your future of work skills** and get **feedback from others who know you well**. This will further empower you to set meaningful learning intentions and goals going forward.



Forward self-assessment is designed around 3 key leadership behaviors

1. **Lead Yourself & Others**
2. **Conquer Business Challenges**
3. **Navigate the Digital World**

It aims to provide a perspective on your current capabilities in these dimensions and create a baseline for the post program assessment to see your progress along the journey.



**Completing this self-assessment and receiving feedback from 2 nominees before the end of the Foundation Level is one of the mandatory requirements** to qualify for the Advanced Level of the Forward program.



Should you transition to the Advanced Level of the Forward program, you will receive your **own personalized report** showing how you assessed your skills and the average rating of the persons you nominated.

## Process

01



Access the 360 Skills Assessment link on the **Reflect: Assess your Future of Work Skills** component using your email address and Unique ID.

02



Nominate at least 2 people who you work with on a frequent basis and who have a good understanding of your behaviors in a professional environment.

03



Your nominees could be a **peer or colleague at work, your manager or even a client**. Please reach out to them in advance to confirm they are willing to provide you with feedback and receive communication from the Forward program. We kindly request that you do not provide the names and email addresses of these individuals in advance of obtaining their confirmation.

04



Next, you will be asked to fill the self-assessment by answering 12 questions about your skills today.

05



The people you nominated will then receive an automated email with a link to an assessment for them to rate you on the same 12 future of work skills.

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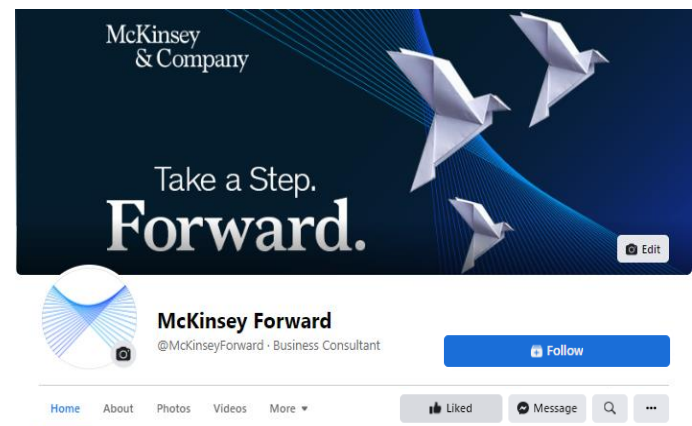
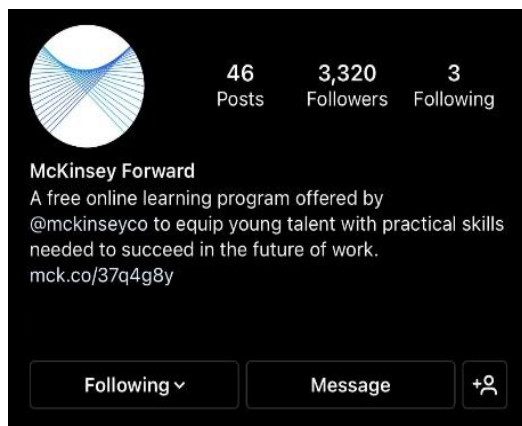


# Social Media Resources & Guidelines



## 1 Join the community

We invite you to join our growing Forward online community on [Facebook](#) and [Instagram](#) to keep up to date with the program, get inspired through our participant stories and testimonials, and engage with us on an ongoing basis.



# Social Media Resources & Guidelines



## 2 Celebrate your progress and encourage others to #TakeAStepForward

Here is some example language you can use to talk about Forward online. Each one can be customized to reflect your personal tone, preference and the context of your communication.

### Describing the program

Forward is a free online learning program offered by McKinsey & Company. It's designed to equip young professionals with the must-have practical skills we need to succeed in the future of work. Check out the website and **#TakeAStepForward**: [www.mckinsey.com/forward](http://www.mckinsey.com/forward).

### Encouraging others to apply

... you can **#TakeAStepForward** and join me!

### Explaining the program topics

... in the @mckinsey\_forward program, I am learning practical skills and tools to be adaptable and resilient in times of change, solve problems using structured thinking, communicate my ideas clearly to different audiences, and I am building my digital toolkit.

### Celebrating your learning milestones and outcomes

This week on the @mckinsey\_forward program, I am learning about \_\_\_\_\_. This is really helping me grow because \_\_\_\_\_.

I just completed the \_\_\_\_\_ of the @mckinsey\_forward where I learned \_\_\_\_\_. My favorite part was \_\_\_\_\_. I feel \_\_\_\_\_.

### Use the Forward hashtag

#TakeAStepForward

### Tag us

[Facebook](#)

@McKinseyForward

[Instagram](#)

@mckinsey\_forward

### When relevant, share a link to the website

[www.mckinsey.com/forward](http://www.mckinsey.com/forward)

# Social Media Resources & Guidelines



## 3 Share your journey with us

We would love to hear from you!

If you wish, you can share a written testimonial (~ 30 words) or a 1-2-minute video testimonial with us about your Forward journey that we may choose to publish on our channels or website.

Some of the suggested topics you can address are:

- What is your favorite part about the program?
- What is your one key takeaway?
- What impact has the Forward journey had on your career/ life so far? What was the key value to you?
- Advice to other young professionals and why they should #TakeAStepForward



Please email your testimonial to [Forward@mckinsey.com](mailto:Forward@mckinsey.com) with the subject header “My Forward Journey Testimonial – Full Name”

Use the Forward hashtag

#TakeAStepForward

Tag us

[Facebook](#)

@McKinseyForward

[Instagram](#)

@mckinsey\_forward

When relevant, share a link to the website

[www.mckinsey.com/forward](http://www.mckinsey.com/forward)



# Social Media Resources & Guidelines



## 4 When posting about Forward please consider the following

**Describe what you are learning and how it is positively impacting you, but do not share any screenshots of the learning materials, communication or any other content provided to you or created during Forward.** These materials are confidential and propriety and sharing them publicly or privately is a violation of the terms and conditions agreed to at the start of the program.

**Participation in the Forward program does not constitute employment with McKinsey & Company. As such please do not state this on LinkedIn, your CV or any other platform.**

Instead, we encourage you to list Forward on the training or skills section of your CVs and share the personalized digital badge that you will receive after completing the Foundation and Advanced levels of Forward.

**When posting on social channels please focus on your personal Forward journey.** Do not mention, tag or communicate about other Forward participants without their explicit approval.

Any conversations, brainstorming or problem-solving sessions amongst participants during the Forward program should be treated as confidential. **Please do not share insights from your Forward colleagues on social media.**

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# Transition to Advanced Level Planner


## Tip

Make sure you have blue check marks next to all modules on our learning platform.




**To unlock the Advanced Level, make sure you complete all the actions below by February 23, 2023**


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- A**  Welcome section including the letter to your future self


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- B**  All Digital courses in the Foundation Level learning plan

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- C**  360 Skills Assessment including your self-assessment and receiving feedback from at least 2 of your nominees

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- D**  Feedback survey

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# What awaits you in the Advanced Level?



Here is a brief overview of what you will learn and the activities of the Advanced Level.



## **Problem Solving Part 2 (digital course)**

- Structuring a problem to explore the range of possible issues and then prioritize your focus
- Arriving at a recommendation through carefully planned work
- Focusing on synthesizing findings and developing actionable recommendations



## **Communicating for Impact Part 2 (digital course)**

- Creating and tailoring a storyline to communicate your message in a compelling way to your audience
- Bring your storyline to life with different media, materials, and visualization



## **Virtual Workshop: Lead Forward**

- Understanding yourself and your personal triggers
- Practicing Awareness, Pause and Reframe technique to build inner agility and resilience



## **Virtual Workshop: Think Forward**

- How you can adopt new ways of working and thinking like Design Thinking & Agile
- Experiencing these concepts come to life through simulations and group work



## **Group Assignment**

- Practicing problem-solving and teamwork skills in collaboration with an assigned group of peers
- Attending a coaching webinar and case walkthrough by a McKinsey coach

**Hope to see  
you in the  
Forward  
Advanced  
Level!**

