

A decorative graphic on the left side of the page features a series of blue lines that curve upwards and to the right, creating a sense of motion. Along this curve, several paper birds are arranged in a line, appearing to fly upwards and to the right. The birds are made of folded paper, with some in a lighter blue shade and others in a darker blue shade. The overall composition is clean and modern, with a focus on geometric shapes and movement.

# Forward

Learning for your Future

Advanced Level (L2) - Participant Handbook  
Name:

# Welcome to the Advanced Level!

We are excited to welcome you to the Advanced Level of Forward.

Designed for young professionals, this program will equip you with a broad set of skills to boost your career and thrive in the future of work.

Forward is a McKinsey signature social responsibility initiative that aims to provide:

- **Practical content and skills** that you can **apply immediately** on the job
- A learning journey based on McKinsey's **cutting-edge content and delivered by expert facilitators**
- A **community of peers** across borders who you can learn from and share experiences and build lasting relationships

Forward consists of **3 levels of learning** designed in a way where so that you can own your journey. The more you engage and progress, the more learning and experiences you can unlock

During the Advanced Level, you are expected to invest around **~3 hours per week** to take in the complete learning and be able to embed it in your day to day life.

This handbook is designed to **serve as a canvas for you to capture ideas, reflections and insights** during and after the program. Put your name on the front cover and make it your own!

We hope you will embark on your journey energized and motivated and get to practice some of the learning intentions you set in Level 1.



# Content

## Journey overview

Foundation Level (L2) Planner

Problem Solving (Part 2) Digital Course

Urban Congestion Group Case Assignment

Communicating for Impact (Part 2) Digital Course

Think Forward Workshop

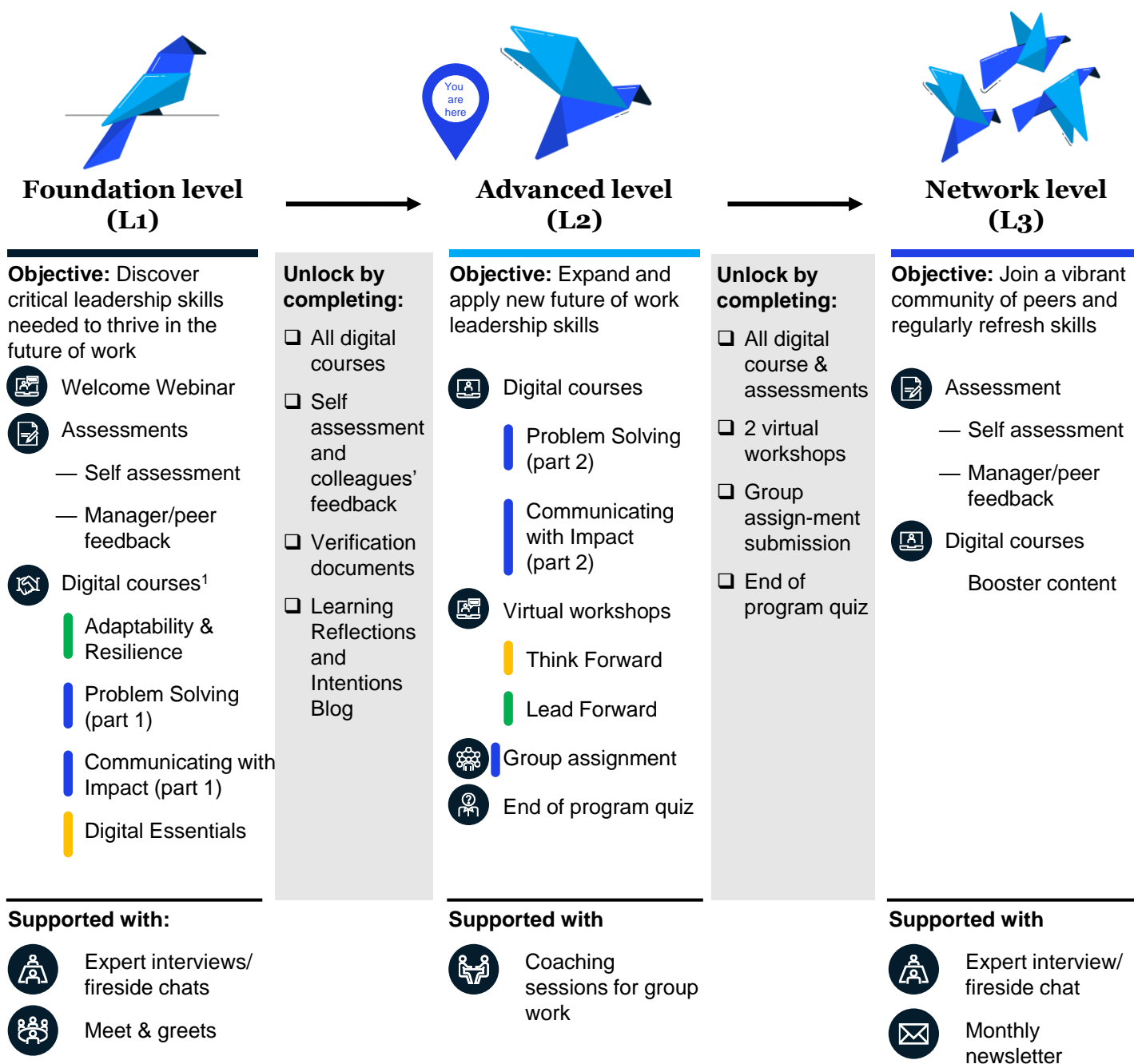
Lead Forward Workshop

Planner for Transition to Network Level (L3)



# Forward is designed over three levels.

## Complete transition criteria by the deadline to unlock higher levels of learning



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

<b>Lead Yourself &amp; Others</b> Applying social and emotional skills to build adaptability and develop authentic relationships	<b>Conquer Business Challenges</b> Using structured thinking tools to solve complex challenges and communicating messages with impact	<b>Navigate the Digital World</b> Understanding and applying new ways of working and thinking in an increasingly digital world
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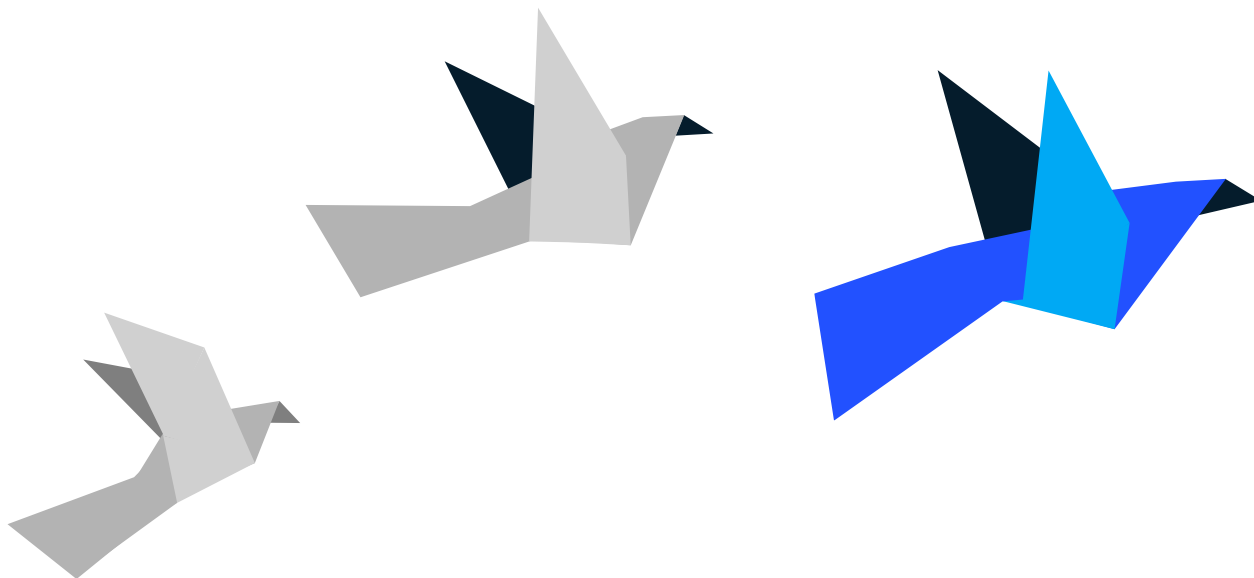
1. Digital courses do not need to be completed in the given order



# The content in store for you...

■ Focus of this handbook

Learning components	Details
<b>L1</b> <b>Adaptability &amp; Resilience (digital course)</b>	<ul style="list-style-type: none"> <li>• Recognize &amp; shift own mindset patterns about learning</li> <li>• Apply personalized learning tools &amp; strategies</li> <li>• Build resilience and emotional flexibility to persist in your learning journey</li> <li>• Apply techniques to best enable an effective team learning environment</li> </ul>
<b>Problem Solving Part 1 (digital course)</b>	<ul style="list-style-type: none"> <li>• Introduction to McKinsey's problem solving approach</li> <li>• Focus on defining challenging problems, prioritizing issues</li> </ul>
<b>Communicating for Impact Part 1 (digital course)</b>	<ul style="list-style-type: none"> <li>• Introduction to structuring arguments using pyramid principle</li> <li>• Tailoring arguments to address audience needs, crafting inspiring prose</li> </ul>
<b>Digital Essentials (digital course)</b>	<ul style="list-style-type: none"> <li>• Articulate what is "digital", why it matters and how it creates value</li> <li>• Build your digital "toolkit" through building foundational literacy</li> <li>• Create positive mindset around digital</li> </ul>
<b>L2</b> <b>Problem Solving Part 2 (digital course)</b>	<ul style="list-style-type: none"> <li>• Focus on synthesizing findings and developing actionable recommendations</li> </ul>
<b>Communicating for Impact Part 2 (digital course)</b>	<ul style="list-style-type: none"> <li>• Delivering messages with personal presence and style</li> </ul>
<b>Think Forward (workshop)</b>	<ul style="list-style-type: none"> <li>• Creating inspiration to adopt new ways of working and thinking</li> <li>• Exploring and experiencing what is different with these new concepts in your professional life</li> </ul>
<b>Lead Forward (workshop)</b>	<ul style="list-style-type: none"> <li>• Understand yourself and how to build inner agility and resilience</li> <li>• Apply valuable techniques to deepen relationships with others</li> </ul>

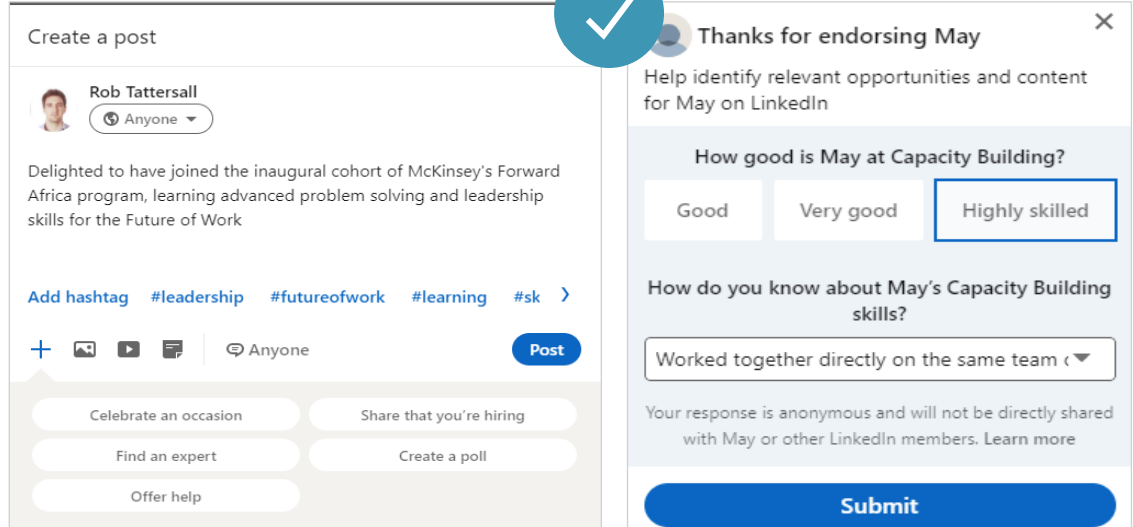


# Reminder: Want to share your participation Forward

## Example

We encourage you to celebrate your journey in the program on social media...

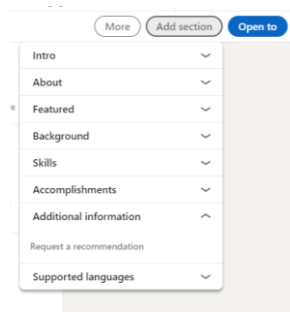
E.g. by creating a post or endorsing your teammate's skills



The image shows two examples of LinkedIn activity. On the left is a 'Create a post' interface for Rob Tattersall, who is celebrating joining the inaugural cohort of McKinsey's Forward Africa program. On the right is an endorsement form for 'May' regarding 'Capacity Building'. The form includes a question 'How good is May at Capacity Building?' with options 'Good', 'Very good', and 'Highly skilled' (selected). It also asks 'How do you know about May's Capacity Building skills?' with the answer 'Worked together directly on the same team'. A 'Submit' button is at the bottom.

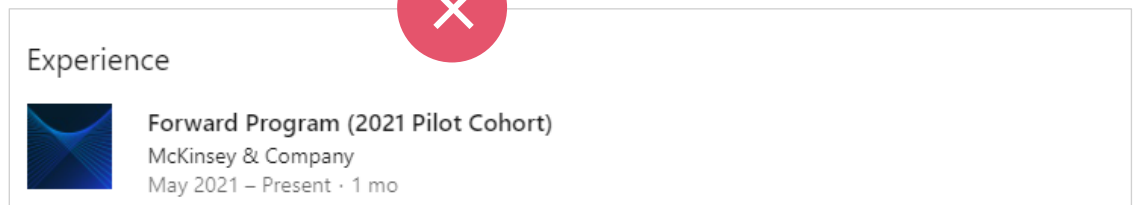
And once you graduate Level 2, add the program in the relevant section

E.g. adding to skills or accomplishments



The image shows a dropdown menu for a LinkedIn profile section. The menu items are: Intro, About, Featured, Background, Skills, Accomplishments, Additional information, Request a recommendation, and Supported languages. The 'Skills' option is highlighted.

...But please do not use the program as an employment experience



The image shows a LinkedIn 'Experience' entry for 'Forward Program (2021 Pilot Cohort)' at 'McKinsey & Company' from 'May 2021 - Present'. A large red circle with a white 'X' is overlaid on the entry, indicating it is incorrect to list the program as an employment experience.

...or share any screenshots of the propriety content (all courses, resources and document) and respect the terms of use and confidentiality you've accepted

### Thinking through important elements

The work plan is where your problem solver... to pay off. You devise a plan to solve all the issues that, taken together, will solve the problem. Work planning involves not just determining when work needs to occur and who will do it but, crucially, exactly what work needs to be done to arrive at a solution for each individual issue.

**The Work Plan Worksheet is a tool to help you think through all the important elements of each issue.**

If you first structured your problem using an issue tree, you may want to start your worksheet by developing hypotheses (and supporting rationales) for each terminal, prioritized issue. Then, for each hypothesis, decide on the end product you'll need and the analysis, and sources, timing and staff you will need to get there. Size each analysis so that one person can accomplish it in the given time frame.

For some issues, such as a market size analysis or generating ideas to increase revenue, it may not be appropriate to develop a hypothesis first. Simply skip that box and define a clear end product and analyses that help you arrive at an answer for that issue.

Developing the work plan takes time. **Make sure every element of the work plan is defined in clear, methodical blocks.**

What's in the Work Plan Worksheet?



The image shows a table titled 'The Work Plan Worksheet' with six columns: Issue, Hypothesis, End product, Analyses, Sources, and Timing/responsibility. The table is empty, with only the headers visible.

# Content

Journey overview

## **Foundation Level (L2) Planner**

Problem Solving (Part 2) Digital Course

Urban Congestion Group Case Assignment

Communicating for Impact (Part 2) Digital Course

Think Forward Workshop

Lead Forward Workshop

Planner for Transition to Network Level (L3)



# Advanced Level (L2) Planner

 Mandatory  Optional

The program uses a mix of delivery methods to ensure engagement and impact, thus you will have many digital and virtual activities in the path to self discovery. Below are the list of activities that you will encounter during this module

Use this checklist to mark your progress along the learning journey


Agenda item	Description	Duration	Where
<input type="checkbox"/> Problem Solving Digital Course (Part 2)	Fully digital self-paced course including assessment	3-4 hours	Platform
<input type="checkbox"/> Urban Congestion Group Work Assignment	Virtual meet-ups with peers to work on a case assignment	3-4 hours	This handbook
<input type="checkbox"/> Communicating for Impact Digital Course (Part 2)	Fully digital self-paced course including assessment	2-3 hours	Platform
<input type="checkbox"/> Think Forward Workshop	Online set workshops with a facilitator and peers	4 hours	Registration form via email
<input type="checkbox"/> Lead Forward Workshop	Online set workshops with a facilitator and peers	4 hours	Registration form via email
<input type="checkbox"/> End of Program Quiz	Mini quiz on program learnings	15-30 minutes	Platform
<input type="checkbox"/> Suggested reading	Additional content to reinforce topics	~40-45 minutes	Platform

Welcome to McKinsey Academy



Get started on your learning journey

1 item


In progress

Forward Advanced Level

8h 20m



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Journey overview

Foundation Level (L2) Planner

**Problem Solving (Part 2) Digital Course**

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# Problem Solving Digital Course (Part 2)

## *What to Expect*

Second half of the «Problem Solving» digital course focuses on the remaining steps for McKinsey's approach to problem solving

## Learning objective

Synthesize findings, and develop actionable recommendations after thorough analysis using McKinsey's problem solving approach

## Overview of course structure:

Structuring	Arriving at a Recommendation	Wrap up & Assessment
<b>Lesson 4</b> <ul style="list-style-type: none"><li>• Learn techniques to help structure a problem by disaggregating a complex problem into more manageable pieces that are MECE (mutually exclusive, collectively exhaustive)</li><li>• Recognize situations that can benefit from advanced idea generation techniques (e.g., point-of-view analysis, assumption reversal, constraint release)</li></ul>	<b>Lesson 5</b> <ul style="list-style-type: none"><li>• <b>Learn the final four steps of the hypothesis-led approach:</b></li><li>• Set up, plan, and structure appropriate analyses over the course of a project</li><li>• Synthesize the answer from a set of analyses (e.g., what is the “so what?”), create recommendations for key stakeholders, and identify ways to use the influence model to help affect change</li></ul>	<b>Lesson 6</b> <b>Wrap up</b> <ul style="list-style-type: none"><li>• Measure your mastery of the key concepts covered in the course</li><li>• Reflect how to implement a structured problem solving approach in your work and self-assess the progress you have made in the course</li></ul>



# Content

Journey overview

Foundation Level (L2) Planner

Problem Solving (Part 2) Digital Course

Urban Congestion Group Case Assignment

- **Introduction to the case**

- Preparing for your group meetings

- Group Assignment Templates

Communicating for Impact (Part 2) Digital Course

Think Forward Workshop

Lead Forward Workshop

Planner for Transition to Network Level (L3)



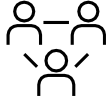
# Case group assignment

## *What to Expect*

We know you are very excited to start your group work. Before diving into the materials, please review this page.

Throughout this group work, you are expected to work together with your team members as much as you need to complete the task and have a feedback session with your coach to share insights from your experience and receive your grading. Good luck 😊

### Group Structure



Each group will have 5 members with pre-assigned roles, in addition to their contributor roles:

- **Planner:** responsible all preparations regarding to the meetings and time keeper based on the agenda during the meeting
- **Facilitator:** Facilitates discussion during the meetings to ensure everyone's participation and the focus is on the right topic while pushes members to structure the problem according to the framework introduced in the Forward digital courses
- **Reporter:** Takes notes during the meeting to fill-out provided templates
- **Builder:** Helps team members to align on next steps and gets commitment
- **Messenger:** Responsible for all post-meeting activities and communication with the Coach

### Tasks



Each group is expected to complete the following by the deadline:

- Hold at least 1 x 1,5 hour meeting approx. together as a group (groups can choose to meet more or work offline)
- Upload all the deliverables to the platform

Each member is recommended to complete the individual success worksheet before meeting with their groups to align on team norms

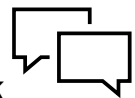
### You will learn



Throughout the group work, you will have a chance to learn, demonstrate and receive feedback the below skills:

- Structured thinking/problem solving
- Communication and presence
- Prioritizing effectively
- Having effective meetings
- Using email effectively
- Closing the loop
- Giving and receiving feedback
- Time management

### Coaching & Feedback



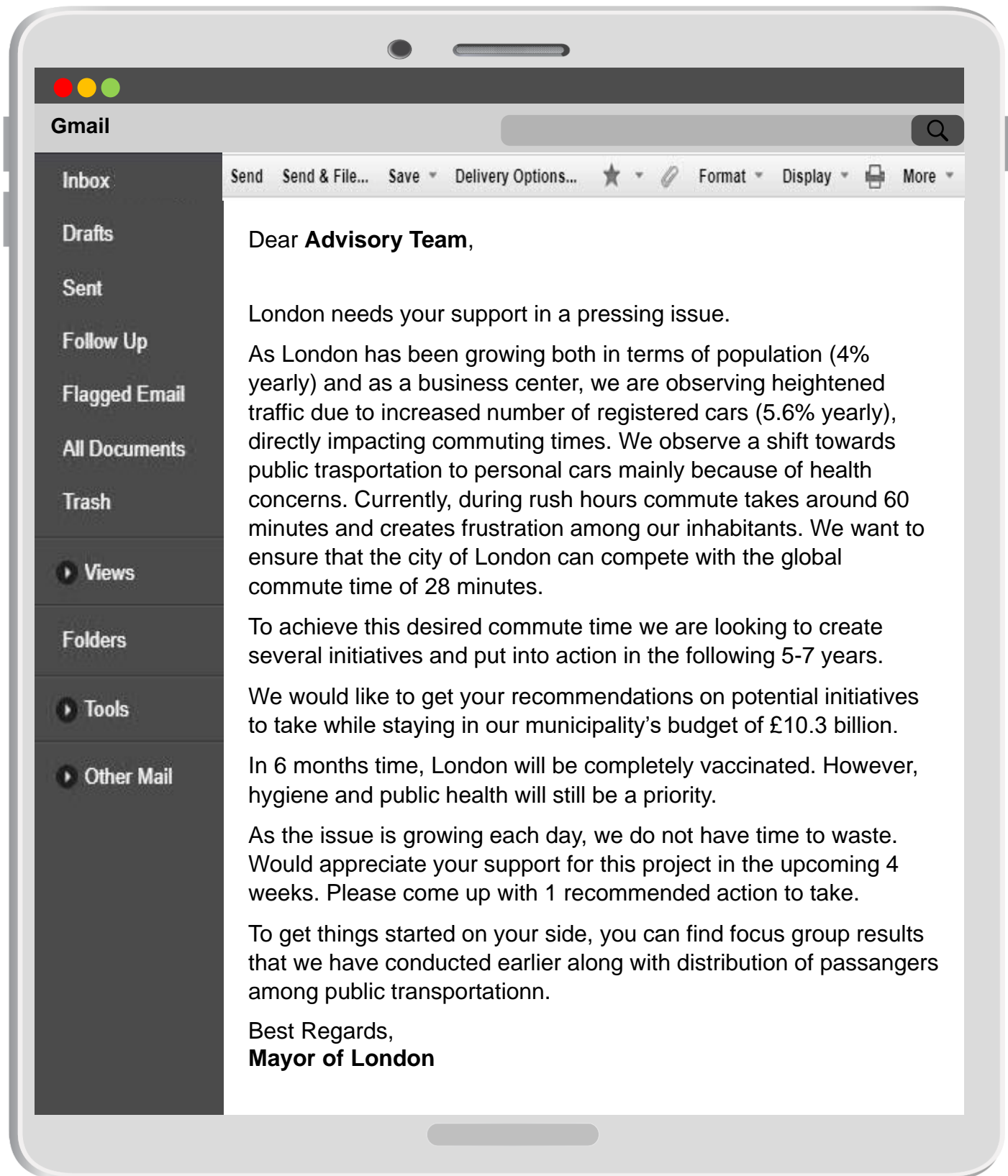
Each group will have a Coach from McKinsey to:

- Ask questions during the office hours (arrangement needs to be made by the messenger)
  - Groups can have 1x 30 minutes to meet with their coaches
- Provide a grade and feedback on the final deliverables
- Passing grade = 70



# Case group assignment

*Your first project is in!*





# Case group assignment

Your deliverable as a team consists of 4 items

## 1 Problem Statement Worksheet

### Case group assignment

Template: Problem Statement Worksheet

Please fill out the problem statement worksheet for «London's Traffic Problem»

Basic question to be resolved

Context	Constraints within solution space	Criteria for success
Stakeholders	Scope of solution space	Key sources of insight

\* A ppt version of this page can be downloaded from your Learning Platform  
McKinsey & Company 32

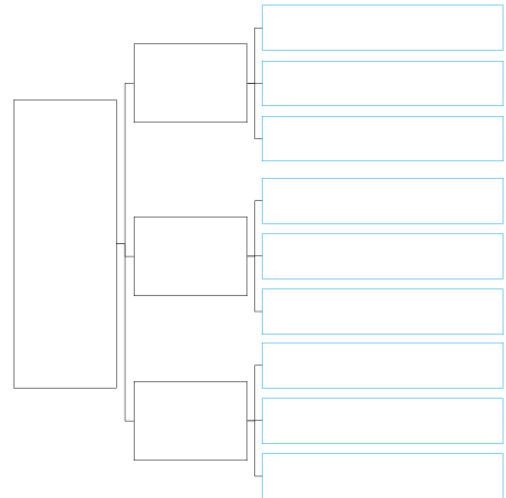
## 2 Issue Tree

### Case group assignment

Template: Issue Tree

Please create an issue tree for «London's Traffic Problem»

Feel free to add/remove as many boxes as you need



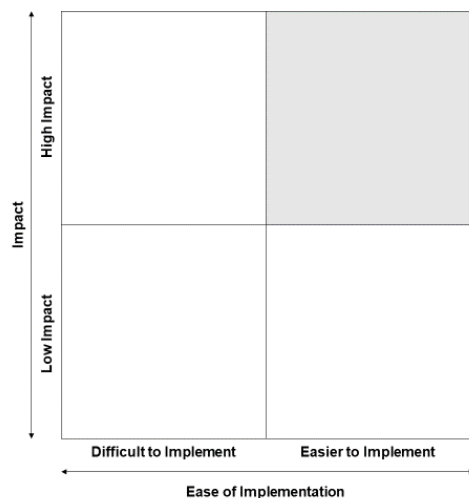
\* A ppt version of this page can be downloaded from your Learning Platform  
McKinsey & Company 34

## 3 Prioritization Matrix

### Case group assignment

Template: Prioritization Matrix

Please create a prioritization matrix for «London's Traffic Problem».



\* A ppt version of this page can be downloaded from your Learning Platform  
McKinsey & Company 35

## 4 Recommendation

### Case group assignment

Template: Recommendation

Your recommendation	Reasoning behind your recommendation (Why)



\* A ppt version of this page can be downloaded from your Learning Platform

# Case group assignment

## *Your steps forward*

### **Prior to your first meeting**

- 1 Work on the individual success worksheet (page 21)
- 2 Familiarize yourself with the case and go through the role cards (page 22-40) prior to your team meeting
- 3 Schedule a meeting to get together with your team
- 4 Complete the Problem Solving (Part 2) lessons on the platform

### **During your meeting**

- 1 Create your team worksheet and start to discuss the highlights of the case
- 2 Work on completing the problem statement worksheet, build your issue tree, fill-out the prioritization matrix and come up with a recommendation (use provided templates)
- 3 Align on next steps, tasks and responsibilities

### **In between the meetings**

- 1 Work on any additional tasks (if there are any)
- 2 Schedule 30 mins with your coach to get advice

### **Upon case completion**

- 1 Group messenger to upload the final deliverables through to the learning platform (*details can be found in the learning platform*)



Urban Congestion Group Case Assignment  
Apply your problem-solving skills with your peer group and coach  
Online

- 2 Complete group work completion survey in your learning platform
- 3 Receive your feedback and grading from your coach



**You can find your role details/responsibilities in the next pages**

# Case group assignment

*Here are your roles in the team.*

**Before the meeting**

**During the meeting**

**After the meeting**



## Planner

Set time for your team meeting

Make sure you invite the right people

Define the meeting agenda and share it prior to the meeting

Identify the meeting outcome and make sure you share it with your team members in advance

During the meeting, ensure that session is run according to the agenda in a timely manner



## Facilitator

Introduce the meeting agenda to the group at the beginning

Guide process intervene when necessary if the discussion is not moving forward

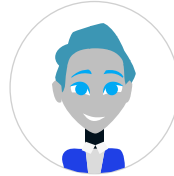
Guide members to reflect on problem solving framework covered in the digital courses

Push thinking within the group members to complete:

- Problem statement (*page 32*),
- Issue tree (*page 33*)
- Prioritization matrix (*page 34*)
- Recommendations (*page 35*)

Review the discussion and summarize back to team members

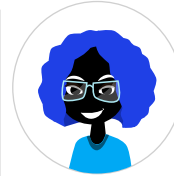
- What was discussed?
- What was agreed?



## Reporter

Document the discussion by filling out the provided templates through synthesizing team ideas

Make sure every team member is aligned on what is written on the templates



## Builder

Monitor the interaction to make sure everybody's voice is heard and people build on each other's ideas constructively

Ask for final feedback and whether there is anything that a team member wishes to amend

Align on the next steps and responsibilities

Get commitment for the necessary follow-up actions (if any)



## Messenger

Send memo and thank you note to the team, summarizing the meeting, tasks and commitments agreed by the team members

Act as the point of contact for the Coach, manage all the communication to set office hours, receive grading & feedback on the project etc.

Review the final deliverables and upload them to the learning platform

**For individual role cards please refer to pages 25-39**

# Case group assignment

## FAQ

### **1 Can we have an extension?**

Unfortunately no, to be able to get an on time feedback and grading from your coach, deliverables must be submitted on the provided deadline

### **2 Can I work by myself if I don't have other group mates or people aren't answering me**

Groups are designed to have at least 2 participants. If you don't have the minimum number of team members, please let the program management team know, they will either re-allocate you or make arrangements to merge with another group

### **3 Can we change roles?**

Roles are assigned randomly to ensure diversity in the groups, if members want to switch their roles they are welcome to

### **4 Do we all meet with our coaches?**

We recommend all team members to join the office hours with the coaches

### **5 Do I have to complete this task to get the certification? Is it mandatory?**

Completing the group work and getting a passing grade is a prerequisite for getting the certificate of completion

### **6 Does grade matter?**

Getting a passing grade (60%) from group work is sufficient to be eligible for the certificate

### **7 I have questions regarding to this task, how can I get help?**

You can schedule 1x30 minutes office hours with your assigned coaches to ask your questions

# Content

Journey overview

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Problem Solving (Part 2) Digital Course

Urban Congestion Group Case Assignment

- Introduction to the case

- **Preparing for your group meetings**

- Group Assignment Templates

Communicating for Impact (Part 2) Digital Course

Think Forward Workshop

Lead Forward Workshop

Planner for Transition to Network Level (L3)





# Group work planner



## A

**Complete your own individual preferences and constraints worksheet**

Fill-out page 21 before your first meeting



## B

**Individually review the details for the case before your meeting and the templates**

Review pages 22-24 & pages 32 - 35



## C

**Go through the role cards to understand your role and others'**

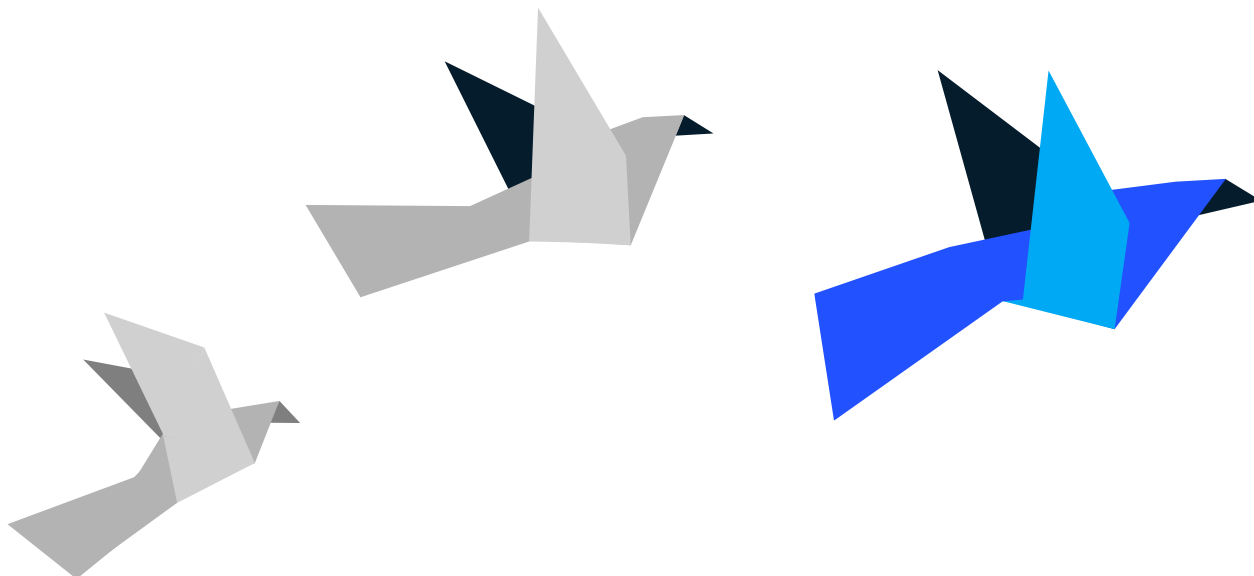
Review pages 25-29



## D

**Identify "Team Norms" to set new norms and routines**

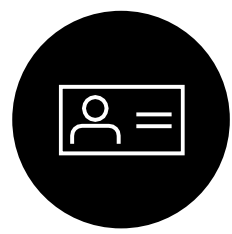


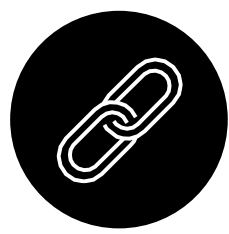

Fill-out page 39 during your first meeting as a group



# A. Individual success worksheet

*Each group member is recommended to fill-out the worksheet to share with their group members*

*\* A ppt version of this page can be downloaded from your Learning Platform*

				
<b>Name</b>	<b>Working style preferences</b> What do I need to be most productive? (e.g. Individual work vs. working in a team, Communication style (online vs. offline))	<b>Personal development</b> Which of my strengths can my team leverage in this assignment? What do I want to achieve from this assignment? What are my areas of development?	<b>Lifestyle preferences and constraints</b> What would be the best time to hold meetings? How much time can I dedicate to the group work?	<b>Fun facts</b> What do I want my team to know about me?

## B. Public Transportation available in London



**Buses**



**Underground:  
the Tube**



**Docklands  
Light Railway**



**Santander  
Cycles**



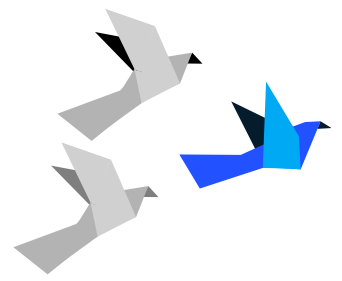
**Overground  
rail**



**Taxi**

<b>Description</b>	London's iconic double-decker buses All buses are cashless	Can get crowded during rush hours (weekdays, 7-9am and 5.30-7pm)	Driverless line connected to the London Tube network	Simply hire a cycle through the app, ride it, then return it to any docking station	The services are frequent and accessible Step-free access	Two options: black cabs and minicabs Cabs can be booked prior to trips
<b>Network</b>	All across London	To, from and around central London	Serves parts of East and South East London	There are more than 11,500 cycles at over 750 docking stations across London	Only available outside central London or at large stations	All across London
<b>Hours of operation</b>	24/7 Night buses run all night between the close of the Tube and the start of daytime bus services	Runs from 5am until midnight, Monday to Saturday Reduced operating hours on Sunday	From 5.30am-12.30am, Monday-Saturday From 7am-11.30pm on Sunday	24/7	24/7	24/7
<b>Average cost per journey</b>	Pay as you go £1.55 Daily cap £4.65  Weekly cap (Monday to Sunday) £21.90	Pay as you go £7.40 Weekly cap (Monday to Sunday) £37.00	Pay as you go £7.40 Weekly cap (Monday to Sunday) £37.00	£2 for unlimited # of 30-min journeys within a 24 hour period For journeys longer than 30 minutes, £2 for each additional 30 minutes	Pay as you go £7.40 Weekly cap (Monday to Sunday) £37.00	16-30 minute drive, on average £25 28-40 minute drive, on average £35 Between Heathrow and Central London, on average £75

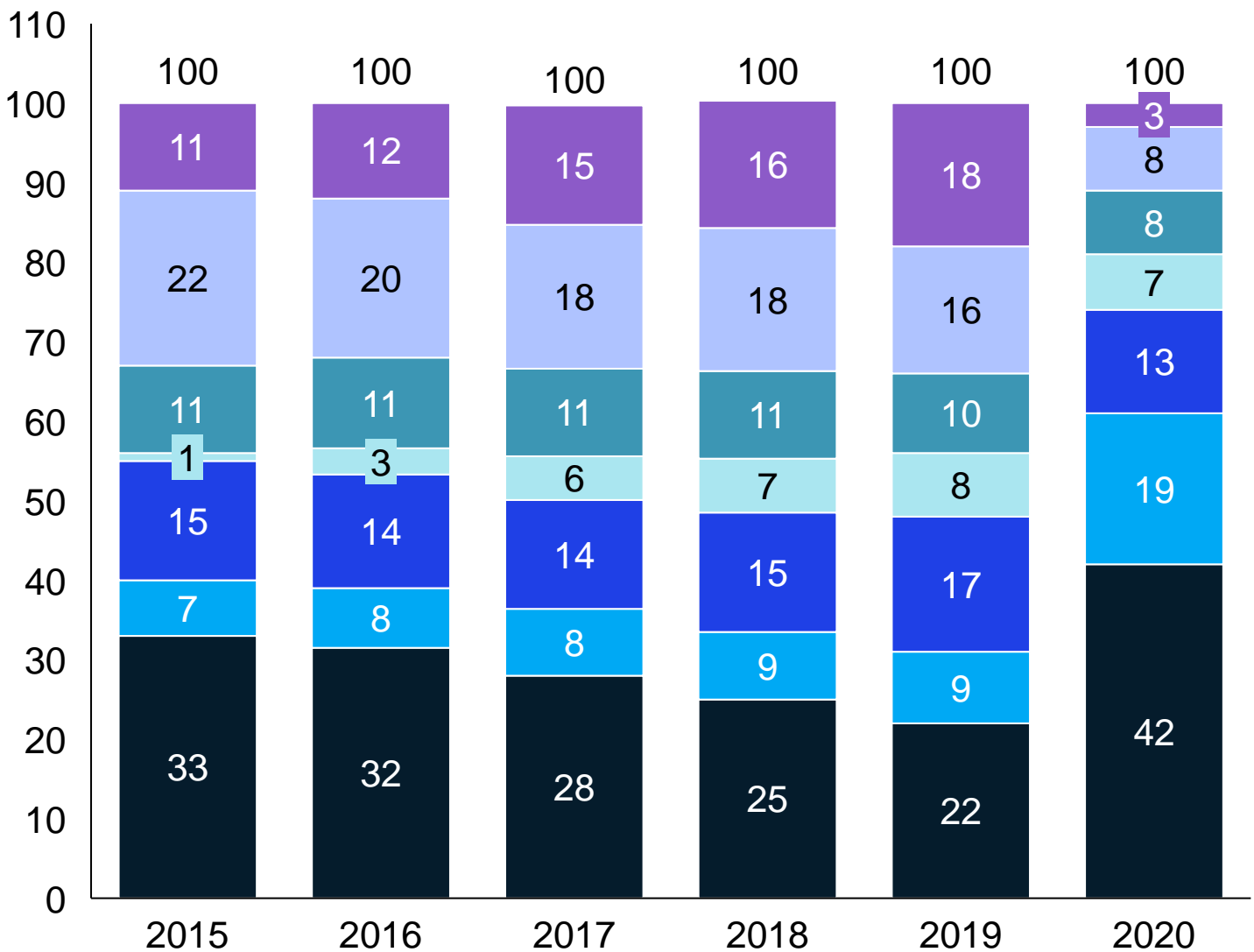
## B. There have been slight changes in transportation in London from 2015 to 2020



Hypothetical



### % share of trips



# B. Customer focus group results

Hypothetical



Buses



Underground: the Tube



Docklands Light Railway



Santander Cycles



Overground rail



Taxi

## Selected customer feedbacks



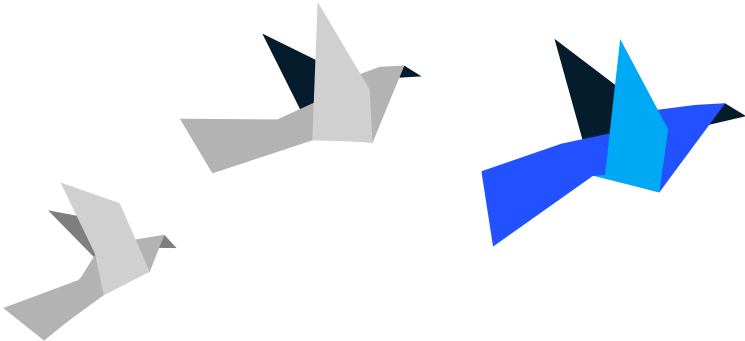
Although there is great traffic, it is the cheapest type of transportation, so it is my first preference	It's very reliable, which is why I prefer it	Mostly use it when I need to get outside of the city.	Very easy to use, especially enjoy it during sunny days, helps me relax and gets me where I want to go	Overground rail is very accessible, there is no need for wheelchair ramps	I can find taxis wherever and whenever I want
--	--	---	--	---	---

It's too complicated for me to find the right stops, I wait in vain	Trains get very crowded, especially during rush hours	I wish it went into more of London	I can't use it on rainy days	There are a lot of stops, takes longer to arrive at my destination	So expensive!
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## Net Promoter Score (NPS)



45	49	53	62	76	25
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# C. Case group assignment: role cards

## Planner



### Upcoming Tasks

Set time for your team meetings

Make sure you invite the right people

Define the meeting agenda and share it prior to the meeting

Identify the meeting outcome and make sure you share it with your team members in advance

During the meeting, ensure that session is run according to the agenda in a timely manner

### Tips for being a successful planner

#### Decide



What is the **ideal outcome of the meeting**

**Participants** needed to make the required decisions

What **material to cover**

**How to run** the meeting

#### Prepare



**Any necessary material** e.g., presentation, handouts

**Detailed agenda** (what, who, where, when, how) **with clear timeline**

#### Organize



Invite participants well in advance

Make sure everyone can attend

Send an invite through a virtual meeting platform (e.g. Zoom, Teams, Skype)

### Familiarize yourself with below materials



Seven Steps to Running the Most Effective Meeting Possible



How to save the world (or at least yourself) from bad meetings

# C. Case group assignment: role cards

## Facilitator



### Upcoming Tasks

Introduce the meeting agenda to the group at the beginning

Guide process intervene when necessary

Guide members to apply learnings from problem solving digital course

Push thinking within the group members to complete:

- Problem statement (page 32),
- Issue tree (page 33),
- Prioritization matrix (page 34),
- Recommendations (page 35)

Review the discussion and summarize back to team members

- What was discussed?
- What was agreed?

### Tips for being a successful facilitator

It is important to set the scene at the beginning of the meeting:

#### Purpose

The reason for the meeting

#### Decide

What the audience will gain

#### Prepare

The major points you will cover

#### Organize

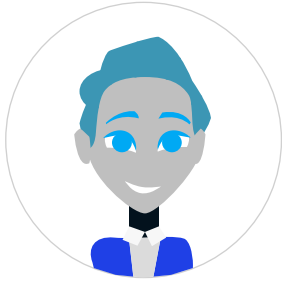
How you would like to run the session

### Best practices to keep in mind for facilitating the discussion

- 1 Tie content to a clear set of meeting objectives**
- 2 Make realistic calls regarding time needed** (e.g., if we want everyone to have at least 5 min of voice time and there are 6 people in the group, we need 30 min, not 10)
- 3 Seek a balance of the facilitator speaking 20% of the time and the audience 80%**
- 4 Manage time for the group and never end late (+/- 10 min) without permission**
- 5 Watch for and act on signs of unease, latent disagreement or conflict** (“I wonder how everyone feels about that...”, “I see a confused look on a few people's faces, etc...”)
- 6 If issues seem to surface or people are not digging deeper on a key issue, say to them 'tell me more'**

## C. Case group assignment: role cards

### *Reporter*



#### Upcoming Tasks

Document the discussion by filling out the provided templates through synthesizing team ideas

Make sure every team member is aligned on what is written on the templates

#### Tips for being a successful reporter

---

It is critical to **take a step back** and pick out **important information** from interesting ones after spending time with details

People with strong problem solving skills strive to capture the **essence of the story for the action-oriented recommendation**

Even though **synthesis** may seem to be the last step before the end of the process, it has to be carried out throughout the process

This reminds the team the question that needs to be answered, **helps prioritization**, points out the **logical connections** for the solution and provides the «**story**» that you can present throughout the process

#### Familiarize yourself with below materials



Presenting your Ideas with IMPACT



Seven Steps to Running the Most Effective Meeting Possible

## C. Case group assignment: role cards

### *Builder*



#### Upcoming Tasks

Monitor the interaction to make sure everybody's voice is heard and people build on each other's ideas constructively

Ask for final feedback and whether there is anything that a team member wishes to amend

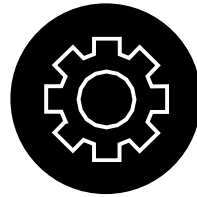
Align on the next steps and responsibilities

Get commitment for the necessary follow-up actions (if there any)

#### Tips for being a successful builder

---

##### Guide the process



Enforce ground rules and process agreements

Monitor pace and timekeeping

Monitor air time

##### Push the thinking

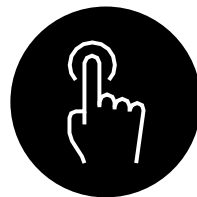


Probe for clarity and logic

Intervene when team is stuck

Make reality checks

##### Monitor the interaction



Promote harmony

Address conflict

Test for consensus

#### Familiarize yourself with below materials

---



Dare to disagree



In praise of conflict

# C. Case group assignment: role cards

## Messenger



### Upcoming Tasks

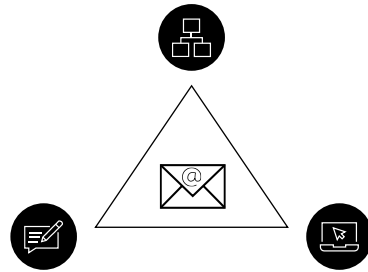
Send memo and thank you note to the team, summarizing the meeting, tasks and commitments agreed by the team members

Act as the point of contact for the Coach, manage all the communication to set office hours, receive grading & feedback on the project etc.

Upload final deliverables to the learning platform

### Tips for being a successful messenger

A good email is ....



#### Structured

Use top-down structuring to focus on your key message. Make sure your reader understands what you want.

#### Scannable

Put the key message and essential content in the first few sentences. Structure detail with numbers or other formatting.

#### Succinct

Aim for a single-screen message whenever possible. That's 80 words on a phone, 300 on a PC.

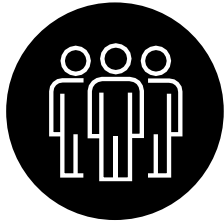
### 10 Golden rules of effective emails

- 1 Clear.** Use the subject line to state your purpose: not "Meeting notes," but "FYI: March 3 meeting notes" or "Action needed: March 3 meeting next steps"
- 2 Structured.** Put your key message in the first sentence or two
- 3 Scannable.** Use subheadings, bullets, or Other formatting to indicate sub-points
- 4 Succinct.** Aim for a single-screen message
- 5 Sparring.** Only use email when it is the correct medium. Sometimes, the phone or in-person is the better form of communication
- 6 Attentive.** Be aware of how you are coming across in email (e.g., tone, style)
- 7 Careful.** Never write anything that might embarrass you or the organization if forwarded
- 8 Professional.** Proofread your emails. NEVER USE ALL CAPS. Think twice about humor
- 9 Lean.** Compress and zip large attachments. Use links to collaboration spaces. Keep the email concise and add additional detail at the end
- 10 Respectful.** Set working norms with your colleagues around receiving and sending emails



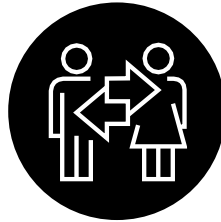
## D. Team worksheet

*Once you get together with your group members, collate takeaways from individual worksheets to come up with the team norms*



### Team cadence

- Discuss the best team schedule
- Designate time to get individual work done
- Create transparency around unavailable time due to WFH constraints (e.g., child care)



### Interactions

Align on communication preferences and technology (e.g. Zoom, Whatsapp, Skype, etc.)



### Development

Align on division of work, owners for task/item

# Content

Journey overview

Foundation Level (L2) Planner

Problem Solving (Part 2) Digital Course

Urban Congestion Group Case Assignment

- Introduction to the case
- Preparing for your group meetings

- **Group Assignment Templates**

Communicating for Impact (Part 2) Digital Course

Think Forward Workshop

Lead Forward Workshop

Planner for Transition to Network Level (L3)



# Case group assignment

## *Template: Problem Statement Worksheet*

Please fill out the problem statement worksheet for «London's Traffic Problem»

### Basic question to be resolved

--

Context	Constraints within solution space	Criteria for success
Stakeholders	Scope of solution space	Key sources of insight

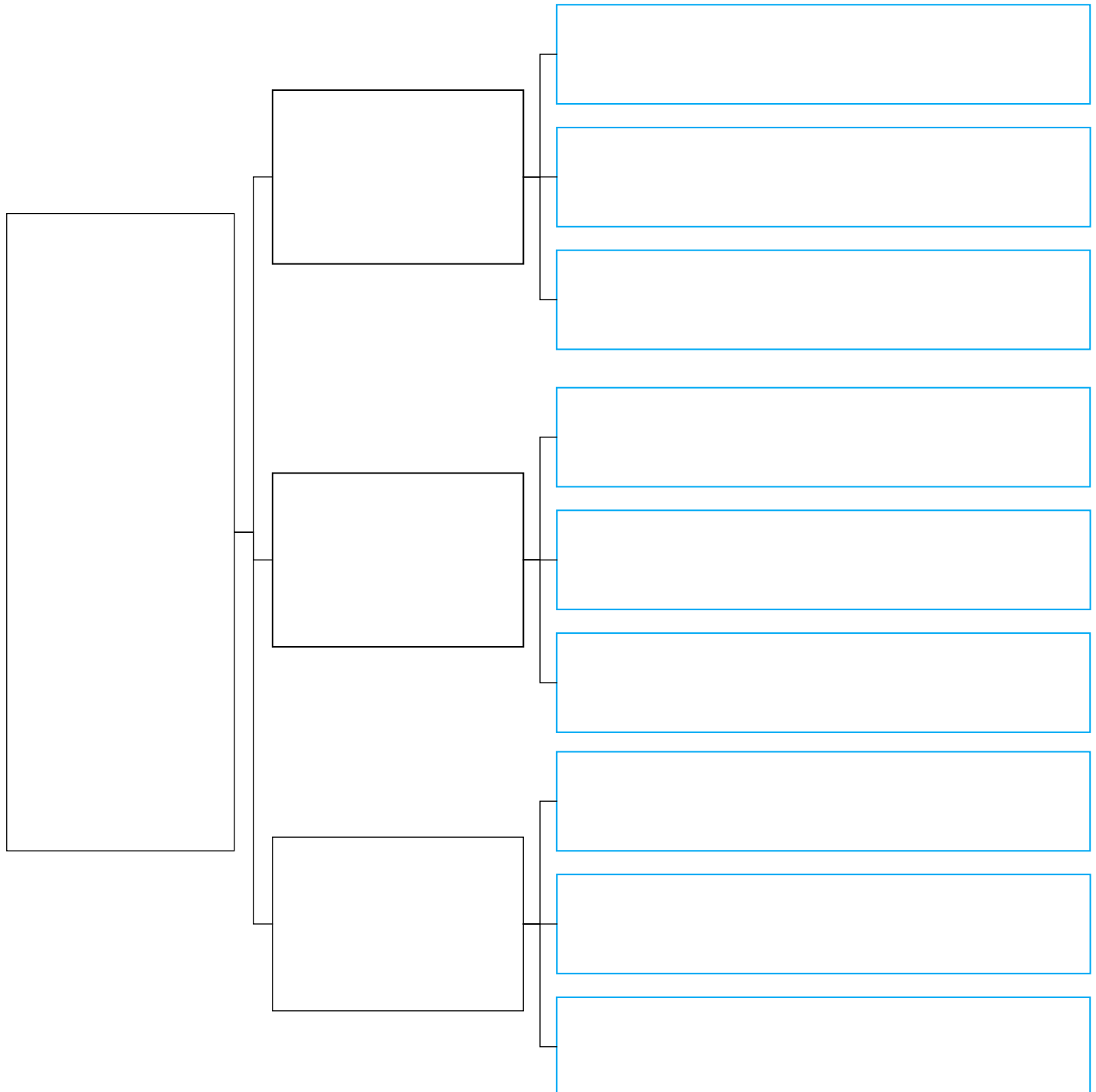
*\* A ppt version of this page can be downloaded from the 'Urban Congestion Case Group Assignment section' in your Learning Platform*

# Case group assignment

## *Template: Issue Tree*

Please create an issue tree for «London's Traffic Problem»

Feel free to add/remove as many boxes as you need



*\* A ppt version of this page can be downloaded from the 'Urban Congestion Case Group Assignment section' in your Learning Platform*

# Case group assignment

## *Template: Prioritization Matrix*

Please create a prioritization matrix for «London's Traffic Problem».



*\* A ppt version of this page can be downloaded from the 'Urban Congestion Case Group Assignment section' in your Learning Platform*

# Case group assignment

*Template: Recommendation*

Your recommendation	Reasoning behind your recommendation (Why)



*\* A ppt version of this page can be downloaded from the 'Urban Congestion Case Group Assignment section' in your Learning Platform*



# Case group assignment

## Template: Meeting Checklist

**Before the meeting**

**During the meeting**

**After the meeting**



### Planner

- Made prior settings/adjustments for the team meeting
- Defined the meeting agenda and identified the meeting outcome. Shared both items prior to the meeting
- Kept the time during the meeting

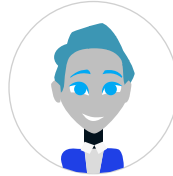
**You did a great job at....**



### Facilitator

- Guided the team discussion
- Intervened to monitor the interaction of the team members
- Pushed thinking within the group members to discuss on the tasks:
  - Problem Statement worksheet
  - Issue tree
  - Prioritization matrix
  - Recommendation

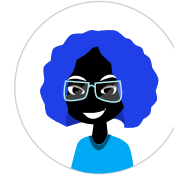
**You did a great job at....**



### Reporter

- Documented the discussion by filling out the provided templates through synthesizing team ideas
- Aligned with all team members on the ideas documented

**You did a great job at....**



### Builder

- Reviewed the discussion and summarized back to team members
- Made sure everyone was aligned on the next steps
- Collected final feedback from team members
- Got commitments from each member

**You did a great job at....**



### Messenger

- Shared memo and thank you note with the team after the meeting
- Communicated with the coach frequently
- Uploaded the final project

**You did a great job at....**

*\* A ppt version of this page can be downloaded from your Learning Platform*

# Content

Journey overview

Foundation Level (L2) Planner

Problem Solving (Part 2) Digital Course

Urban Congestion Group Case Assignment

**Communicating for Impact (Part 2) Digital Course**

Think Forward Workshop

Lead Forward Workshop

Planner for Transition to Network Level (L3)



# Communication for Impact Digital Course (Part 2)



## *What to Expect*

Continuation of “Communication for Impact” digital course focuses personal presence and delivering your messages

### **Learning objective**

Crafting inspiring prose, and delivering your message with personal presence and style

### **Overview of program structure:**

Develop a storyline	Craft inspiring communications	Deliver with style	Facilitate an active discussion
<b>Lesson 5</b> <ul style="list-style-type: none"><li>• Create and tailor a storyline to communicate your message in a compelling way to your audience</li><li>• Articulate how to bring your storyline to life with different media, materials, and visualizations</li></ul>	<b>Lesson 6</b> <ul style="list-style-type: none"><li>• Apply stylistic and rhetorical techniques to crafting your message that will inspire your audience and move them to action</li><li>• Apply the principles of storytelling to structure your message and create an emotional connection with your audience</li></ul>	<b>Lesson 7</b> <ul style="list-style-type: none"><li>• Recognize how delivery can be used to inspire the audience to action or to take a point of view</li><li>• Enrich your delivery by using physical presence, vocal emphasis, and emotional connection</li></ul>	<b>Lesson 8</b> <ul style="list-style-type: none"><li>• Use techniques to create an inclusive and open environment in a discussion</li><li>• Apply a range of facilitation skills to help move a group to alignment, commitment, and action shapes and sizes</li></ul>



# Content

Journey overview

Foundation Level (L2) Planner

Problem Solving (Part 2) Digital Course

Urban Congestion Group Case Assignment

Communicating for Impact (Part 2) Digital Course

**Think Forward Workshop**

Lead Forward Workshop

Planner for Transition to Network Level (L3)





# Workshop 1: Think Forward

*Duration: 4 hours (including breaks and multiple break-outs)*

## Objectives



Getting inspired to adopt **new ways of working** and **thinking**:

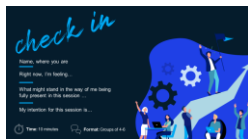
- Agile
- Design Thinking



**Exploring and experiencing** how these new concepts can be applied your professional life

## High-Level Agenda

**Timing** (incl. break-outs)



**Introduction:**  
Welcoming participants, introducing faculty and topics, setting ground rules, check-in

**~40 minutes**



**New ways of thinking:** Business thinking vs Design thinking, exercise on designing the perfect wallet

**~90 minutes**



**New ways of working:** Traditional organizations vs Agile organizations, Electric maze simulation, “Doing Agile” vs “Being Agile”

**~75 minutes**

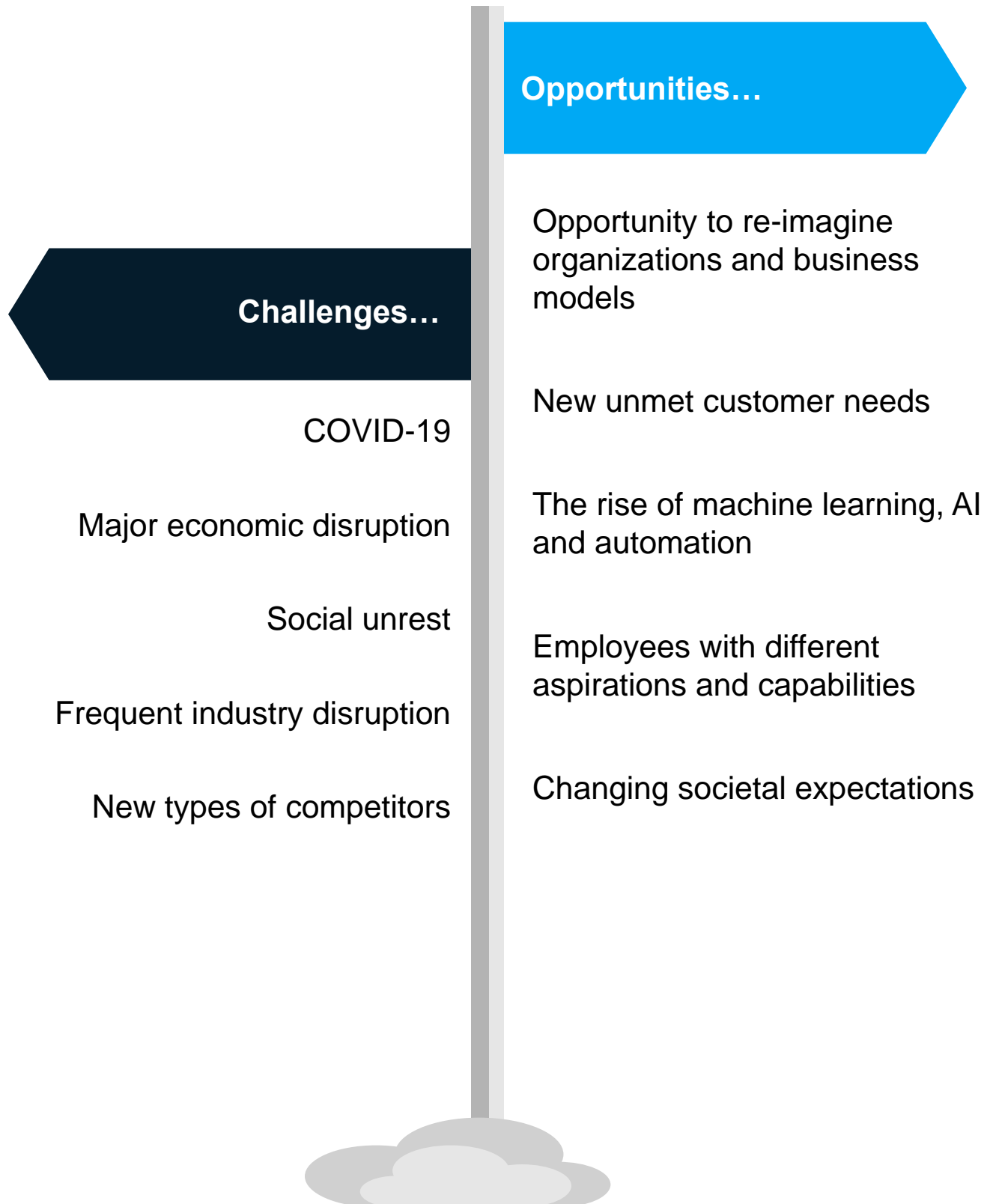


**Closure:** How Agile and Design thinking work together, key learnings from today

**~15 minutes**

# Think Forward Workshop

*Key Concept: Why the world today needs new ways of working and thinking*





# Think Forward Workshop

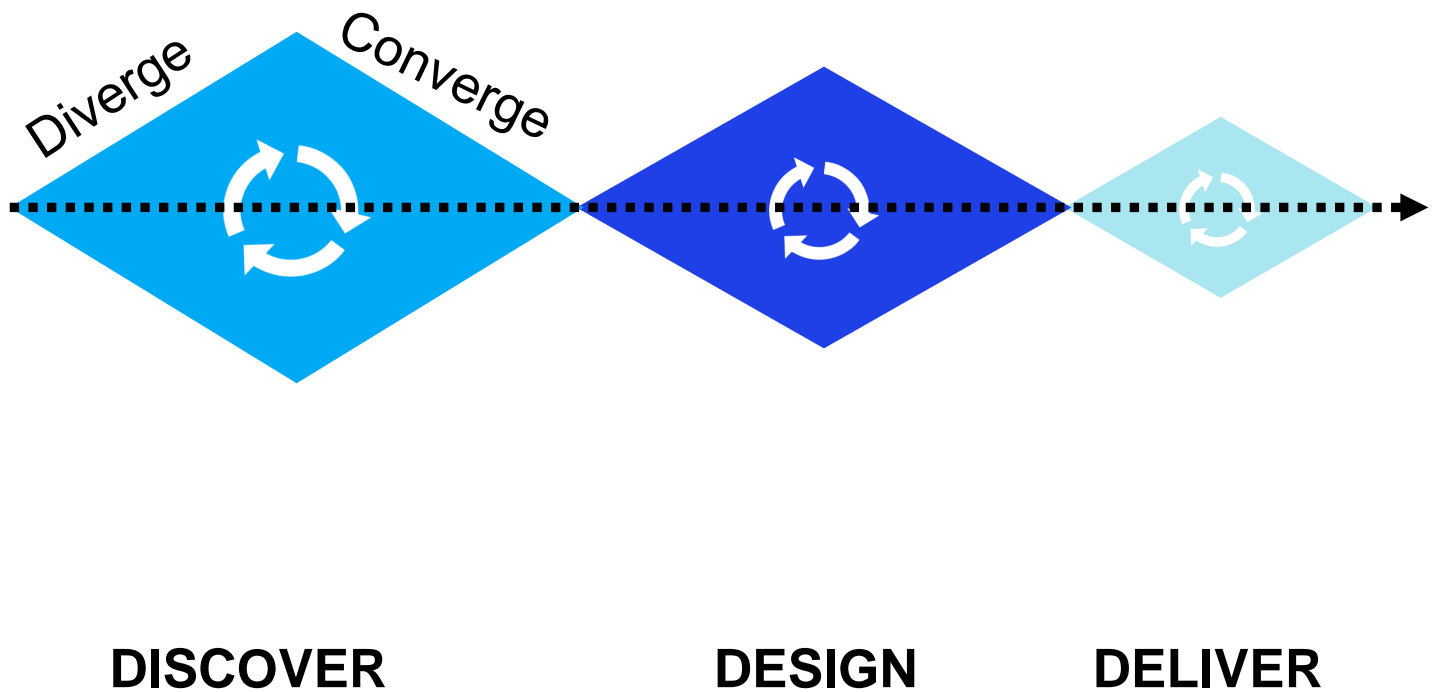
*Worksheet: Sketch*

**Feel free to use this white space to sketch your wallet**

# Think Forward Workshop

*Key Concept: Design thinking approach*

**Design Thinking uses an iterative process to rapidly create new products, services and processes for your customers**



# Think Forward Workshop

## *Worksheet: Mobile Diary*

**Customer Name**

...

**Age**

...

**Profession**

...

**Family-  
Description**

...

**Type and location  
of residence**

...

**Current Wallet  
Use**

...

**Needs**

...

**Frustrations**

...

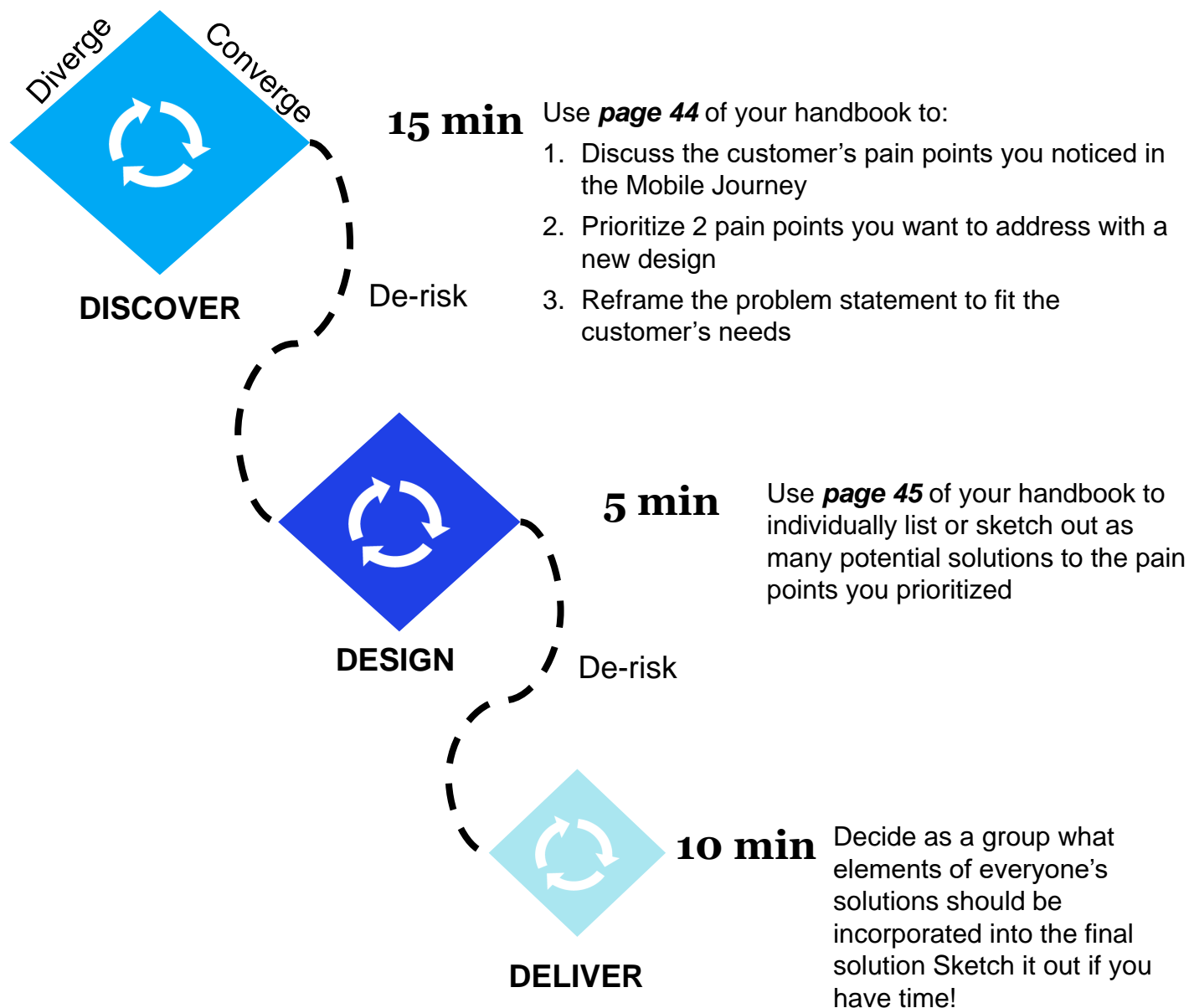
**Other Notes**

...

*\* A ppt version of this page can be downloaded from your Learning Platform, you will be using this during the workshop*

# Think Forward Workshop

*Breakout Instructions: Let's design the perfect wallet for our customer*



# Think Forward Workshop

## Worksheet: Reframe the Problem Statement

Initial Problem Statement: Design the perfect wallet



...

Customer's  
name

### Describe the customer

What are the customer's major attributes?

...

...

### Goals and wishes

What is your customer trying to achieve? What does he/she need?

...

...

...

...

**Insight (the customer says they need X but really they need Y)**

...

...

### Top pain points

What are the most important pain points in the customer's journey?

...

...

...

...

### Reframe problem statement

What is your group trying to solve?

...

...

...

...

# Think Forward Workshop

*Worksheet: Solutions*

**Feel free to use this white space to sketch or describe solutions as a group**



# Think Forward Workshop

*Key Concept: Doing & Being Agile*

**New ways of working: Deliver better outcomes more quickly and more efficiently**



## “Doing” agile

Collaborate in **high-trust**, diverse, empowered teams

Work in **cycles of rapid iterations**, experiments and learning

Focus on **co-creating** with and **delivering value** to customers and other stakeholders



## “Being” agile

Shift in **mindsets** from reactive to creative:

Notice and **let go of fear and anxiety**, and their underlying limiting beliefs

**Embrace and lean into** joy, passion and purpose, and their underlying enabling beliefs



# Content

Journey overview

Foundation Level (L2) Planner

Problem Solving (Part 2) Digital Course

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Think Forward Workshop

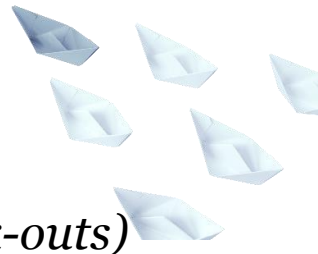
**Lead Forward Workshop**

Planner for Transition to Network Level (L3)



# Workshop 2: Lead Forward

*Duration: 4 hours (including breaks and multiple break-outs)*



## Objectives



Review and dig deeper into two concepts from the **'Mindsets'** lesson in the Adaptability and Resilience course from Level 1:

- Growth vs. Fixed Mindset
- Creative vs. Reactive Mindset

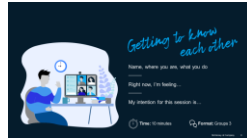


Explore 2 tools that you can use as young leaders to put these mindsets to practice for yourself and others:

- Awareness/Pause/Reframe when triggered
- Deep listening

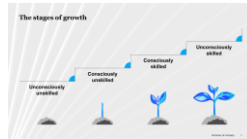
## High-Level Agenda

**Timing (incl. break-outs)**



**Introduction:**  
Welcoming participants, introducing faculty and topics, setting ground rules, check-in

**~30 minutes**



**Inner agility:**  
Understanding the frames we use to view the world, reactive vs creative mindsets, triggers, pausing and reflecting, stages of growth

**~90 minutes**



**Listening :** Empathy, listening to others, how to apply learnings from inner agility to relationships

**~50 minutes**



**Closure:** Key learnings, one change to make after today, one-word check-out

**~20 minutes**

# Lead Forward Workshop

## *Pre-work: Self-reflection Questions*

### **Upon watching the 2 minute video**

---

- 1** Where do you mostly find yourself - above the line (creative) or below the line (reactive)?

---

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- 2** When faced with a challenge/setback, where do you find yourself - above the line (creative) or below the line (reactive)?

---

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- 3** Reach out to someone who knows you well (can be a colleague or friend), explain the above the line/below the line framework. Explain them where do you find yourself (under normal and difficult situations). Ask for feedback on where does s/he sees you and the effects of this on him/her

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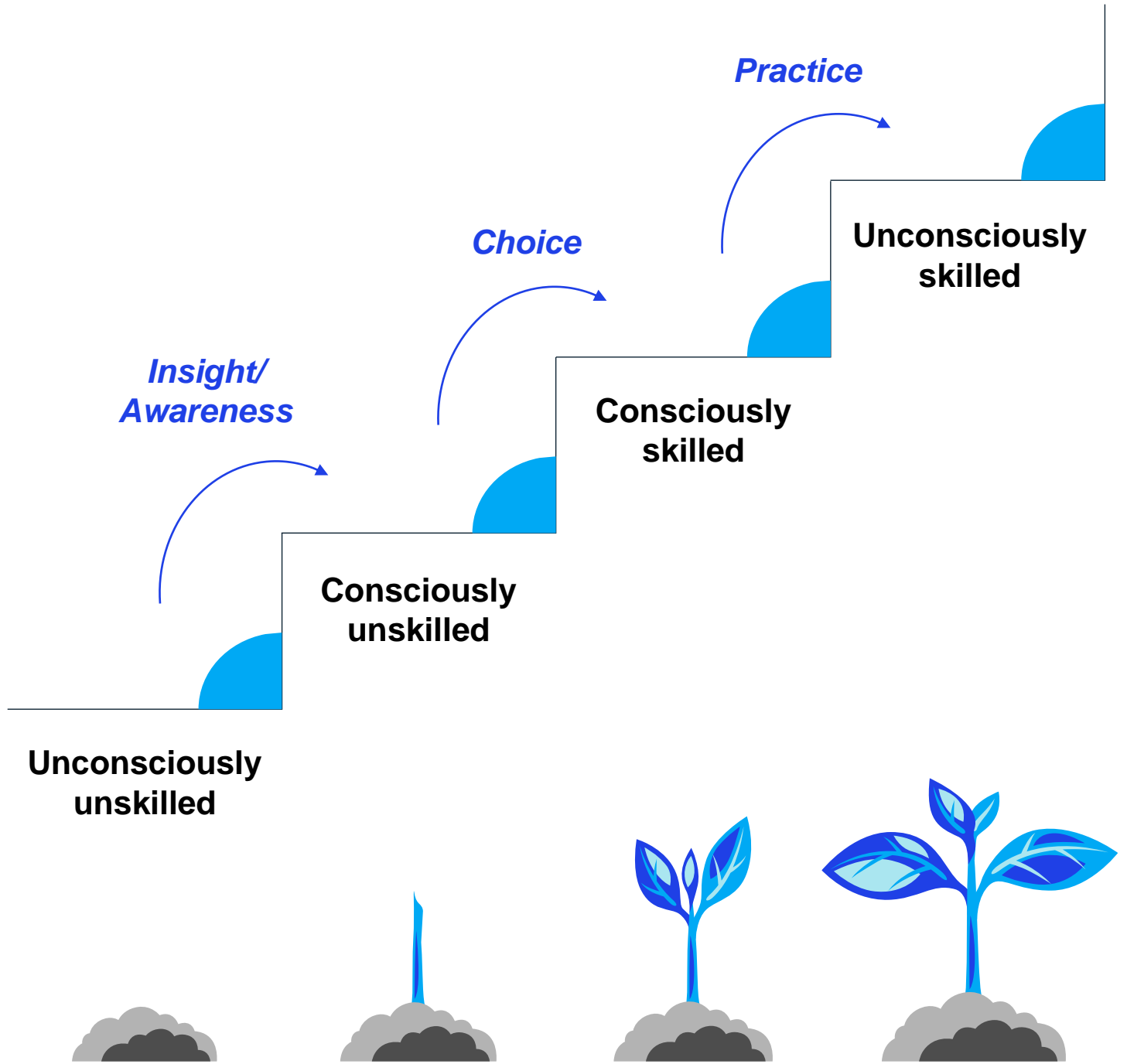
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# Lead Forward Workshop

*Key Concept: Stages of growth*



# Lead Forward Workshop

*Key Concept: Reframing questions*

## Reactive:

### Focus on fixing

What is the problem?

What are the causes? Why is this a problem?

Who or what expertise could help fix it or bring answers?

What have you tried to fix it? Why is this still a problem?

VS

## Creative:

### Reframing towards possibilities

What am I solving for? What is my higher intention? What do I really want to create?

What do I believe about this situation? What may I be missing? What other perspectives might also be true?

How could I enable others? Who could enable me?

What is the opportunity? What smallest actions can I experiment with to create the outcomes I really want and could make the biggest difference?





# Lead Forward Workshop

*Key Concept: Chinese character for listening*

## **Ears** – To hear

Go beyond the spoken word – Notice the tone, pace and emphasis

## **Eyes** – To see

Make eye contact and use our eyes to check the body language

## **Undivided attention**

– To focus

...

## **Mind** – To think

Chose an 'open-minded' approach or a more critical/analytical approach depending on what the situation needs

## **Heart** – To feel

Connect emotionally and empathize with their experience of the emotions being shared



# Content

Journey overview

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Think Forward Workshop

Lead Forward Workshop

**Planner for Transition to Network Level (L3)**



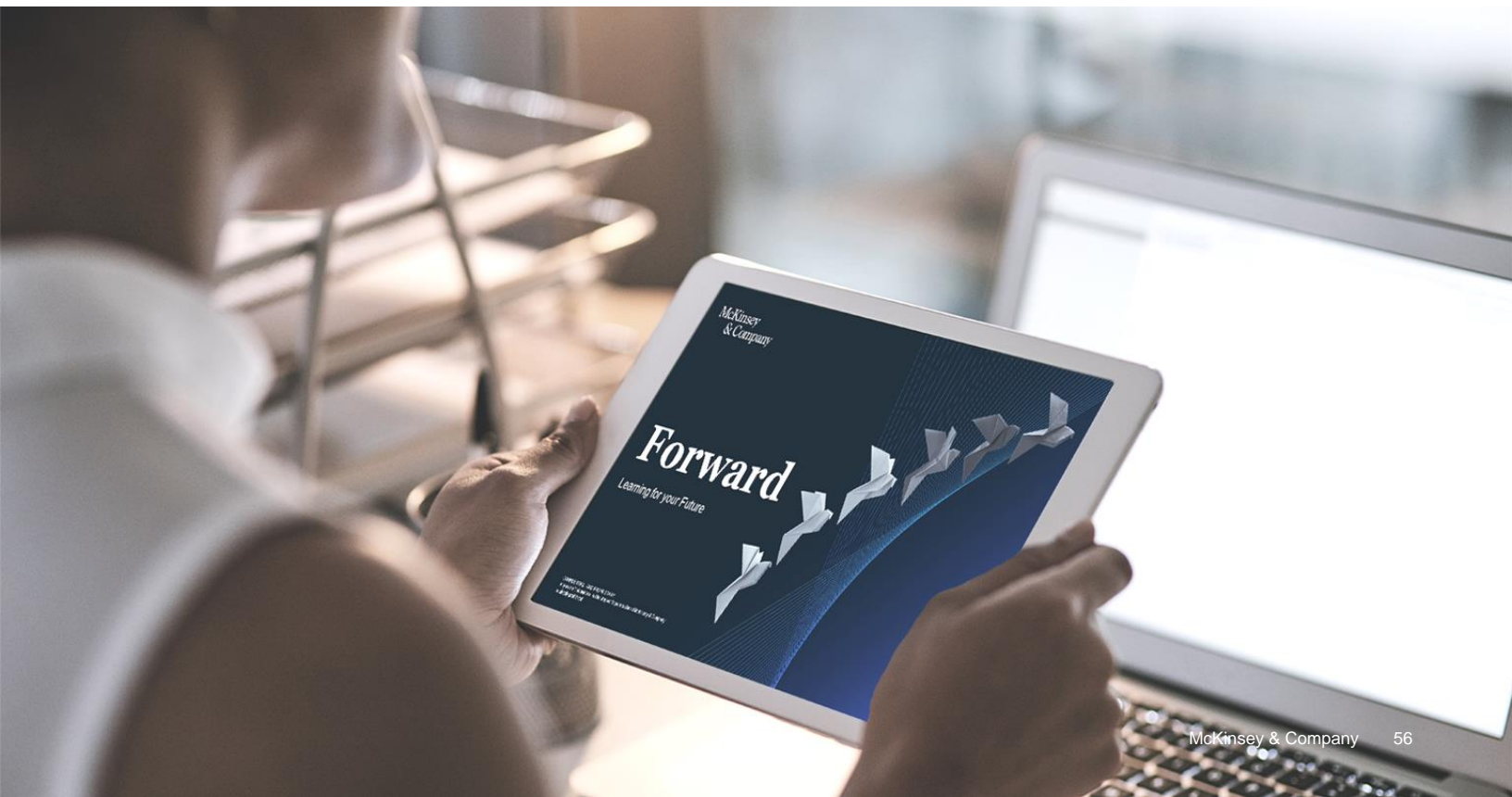
# Planner for Network Level (L2) Transition



**To unlock the Network Level (L3), make sure you complete all the items below by the deadline communicated to you through email**

- ☐ A. Complete all the courses<sup>1</sup> in the Advanced Level (L1) and the feedback surveys in your learning platform
- ☐ B. Complete Problem Solving and Communication with Impact course assessments with scores of 70% or higher
- ☐ C. Attend the 2 virtual workshops- Think Forward & Lead Forward
- ☐ D. Submit group case assignment and group work completion survey
- ☐ E. Complete the end of journey quiz, with a score of 70% or higher

1. Tip: Make sure you have blue check marks next to all learning journey elements to ensure you have 100% completion





**Hope to see  
you in the  
Network  
Level (L3) !**

