



McKinsey&Company | McKinsey Academy

Powered by Open edX

Andy Parsons, CTO



The screenshot shows a digital learning environment. At the top left is a green circular icon with the number '85' and the text 'Cohort average = 90'. To its right is a progress bar labeled 'PROGRESS' with a value of '71%' and 'Cohort average = 68%'. Below these are sections for 'LESSONS:' and 'ARTICLES'. The 'LESSONS:' section includes a card for 'Introduction to the 7-step approach' (estimated time 20 mins, completed) and another for 'Define the problem' (estimated time 45 mins). The 'ARTICLES' section features an article titled 'Are you solving the right problem?' from 'MAR 10, 2014 | HARVARD BUSINESS REVIEW' and an infographic titled 'Less Than Half Willing to Trade Personal Info for Content' from 'MAR 10, 2014 | HARVARD BUSINESS REVIEW'.



What this Talk Will Cover

- What is McKinsey Academy?
- Goals of Our Collaboration with EdX
- How We Built It
- What We Have Learned
- The Future of McKinsey Academy

What is McKinsey Academy?



Engaging learning experience

Interactive
exercises
& deep
feedback

Global,
cross-company
participation

Social learning

Performance
metrics

Customizable
team
projects

Continuous
course and UX
optimization

McKinsey Academy

Leading global organizations seek to drive their competitive advantage through their people. McKinsey Academy provides scalable business education that is **rigorous and relevant, immediately applicable** and with **enduring value**.

McKinsey&Company | McKinsey Academy ABOUT PROGRAMS EXPERIENCE CONTACT Log in

ABOUT MCKINSEY ACADEMY: Academic Advisory Council
The Academic Advisory Council helps to shape the research agenda for McKinsey Academy, offers perspectives on successful and emerging pedagogical methods, and suggests ideas for future experimentation.

“
If your actions inspire others to dream more, learn more, do more and become more, you are a leader.
John Quincy Adams
6th President of the United States

DISTINCTIVE FEATURES:
ADAPTIVE LEARN MECHANICS
Rich learning experience incorporates ground techniques in adaptive learning and game i

McKinsey Academy helps organizations thrive by accelerating their talent advantage

PRACTITIONER'S PERSPECTIVE
Taught by McKinsey partners and external business leaders who provide practical "how to" guidance.

RIGOROUS ANALYTICS
Advanced analytics measure participant progress, social engagement, and proficiency vs. peers.

“
Leadership and learning are indispensable to each other.
John F. Kennedy
35th President of the United States

OUR PROGRAM OFFERINGS
Introducing the MCKINSEY MANAGEMENT PROGRAM

The McKinsey Management Program is a set of courses for rising professionals in leadership and management.

McKinsey&Company | McKinsey Academy ABOUT PROGRAMS EXPERIENCE CONTACT jennifergurney

PROFICIENCY: 85 (cohort average = 70)

PROGRESS: 71% (cohort average = 68%)

ENGAGEMENT: 12 (cohort average = 20 points)

LESSONS:

LESSON 1	LESSON 2	LESSON 3	LESSON 4	LESSON 5
Introduction to strategy est. time 60 min 88% complete	Ten Timeless Tests est. time 85 min 87% complete	The Strategy Method est. time 40 min Completed	“What we've found, looking back on our own strategy work was that there actually is a method. it's not a set of templates, it's not a set of rules necessarily but there is a method.”	Building block: Diagnose est. time 40 min 45% complete

DISCOVER:

ARTICLES:
The case for behavioral strategy
Dan Levitt and Olivier Sibony

INFOGRAPHIC:
WHAT IS STRATEGIC PLANNING?

VIDEOS:
Why business can be good at solving social problems
Michael Porter

HIDDEN FLAWS IN STRATEGY
Charles Kiesburgh

JUST-IN-TIME STRATEGY FOR A TURBULENT WORLD
Lowell L. Bryan

LISTEN, LEARN ... THEN LEAD
Stanley McChrystal

CHOICE, HAPPINESS AND SPAGHETTI SAUCE
Malcolm Gladwell

ON TWITTER:
McKinsey @McKinsey
"Digital is fundamentally shifting the competitive landscape" on #winners = #losers" @mckinsey#Digital <http://youtu.be/qEPfPhsAK0E>

“
The underlying principles of strategy are enduring, regardless of technology or the pace of change.
Michael Porter

McKinsey Academy

In the world of talent development, McKinsey Academy helps professionals develop the skills required to address today's business challenges so organizations can **achieve outsize, lasting business impact.**

Immersive, scalable platform combining digital learning, group-based project work, and optional in-person components to reach large numbers of participants

Developed and taught by McKinsey practitioners, incorporating insights from external business leaders

Provides curated programs and courses targeted at different roles and development needs

Designed based on how adults learn through practical application, from interaction with each other, and with continual real-time feedback

Continually evolving, drawing in top faculty, new pedagogical approaches, evolving technologies, and insights from performance data



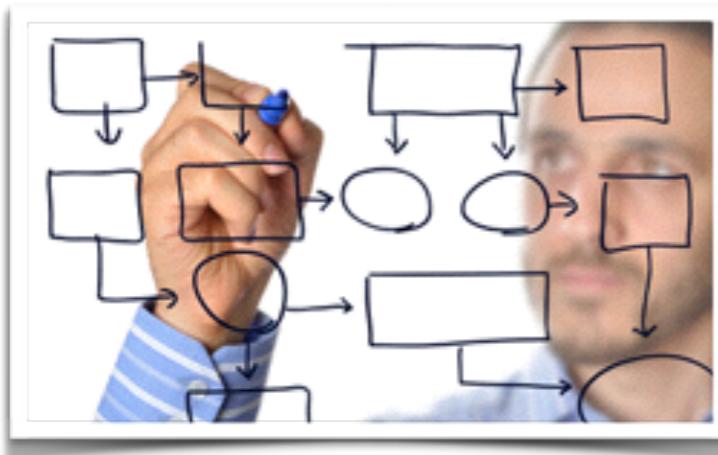
What is McKinsey Academy?

New kind of professional development learning

- Not a MOOC
- Not a SPOC
- Cohorts are drawn from multiple companies
- We also support private cohorts

McKinsey Academy Distinctive Features

Our social learning platform is designed based on how adults learn, combining application of concepts with practical, real-world experiences



Practitioner's Perspective

Taught by McKinsey partners and external business leaders who provide practical “how to” guidance



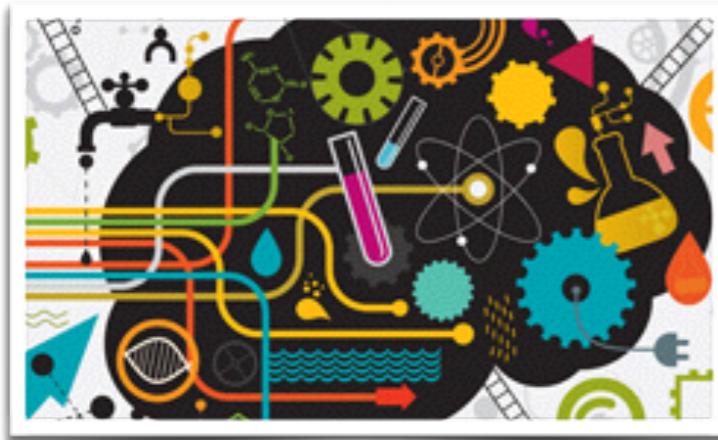
Social Learning with Group-based Projects

Collaboration with peers across industries and geographies, and in community discussion forums



McKinsey TA Guidance

McKinsey consultants serve as teaching assistants, providing distinctive engagement and guidance



Adaptive Learning Mechanics

Rich learning experience incorporates ground-breaking techniques in adaptive learning and game mechanics

Lesson 3: Having an open dialogue

Mountain vs. Molehill (1 point possible)

QUESTION

What went poorly in the previous conversation?

(a) Michelle asked for a replay to ens

(b) Rick did not seem to be affected

(c) The conversation took place in an environment that h

(d) Michelle offers a few tips for improvement based on he

That's right.
Michelle made sure the environment that h



Deep Feedback

Immediate, response-contingent feedback enables richer learning and provides guidance on where to go to learn more

Rigorous Analytics

Advanced analytics measure participant progress, social engagement, and proficiency

Goals of the Academy / edX Collaboration

Goals for the Collaboration

Pushing Ahead, Contributing Back

- Leverage the stability and depth of the edX LMS/CMS
- Establish and maintain distinctive functionality for McKinsey Academy learners
- Contribute materially back to Open edX, through internal team projects and funding development to accelerate edX roadmap features
- Give input on edX architecture and roadmap

Goals for the Collaboration

Pushing Ahead, Contributing Back

- Conquer to the agility and code management challenges
 - Move fast but contribute upstream
 - Minimize drift and rot
 - Make great design decisions, Architecture Council sign off
 - Merge frequently without blowing up stability
- Allow edX to benefit from Academy's learnings
- Solid infrastructure, DevOps and security to meet McKinsey's rigorous requirements

Demo

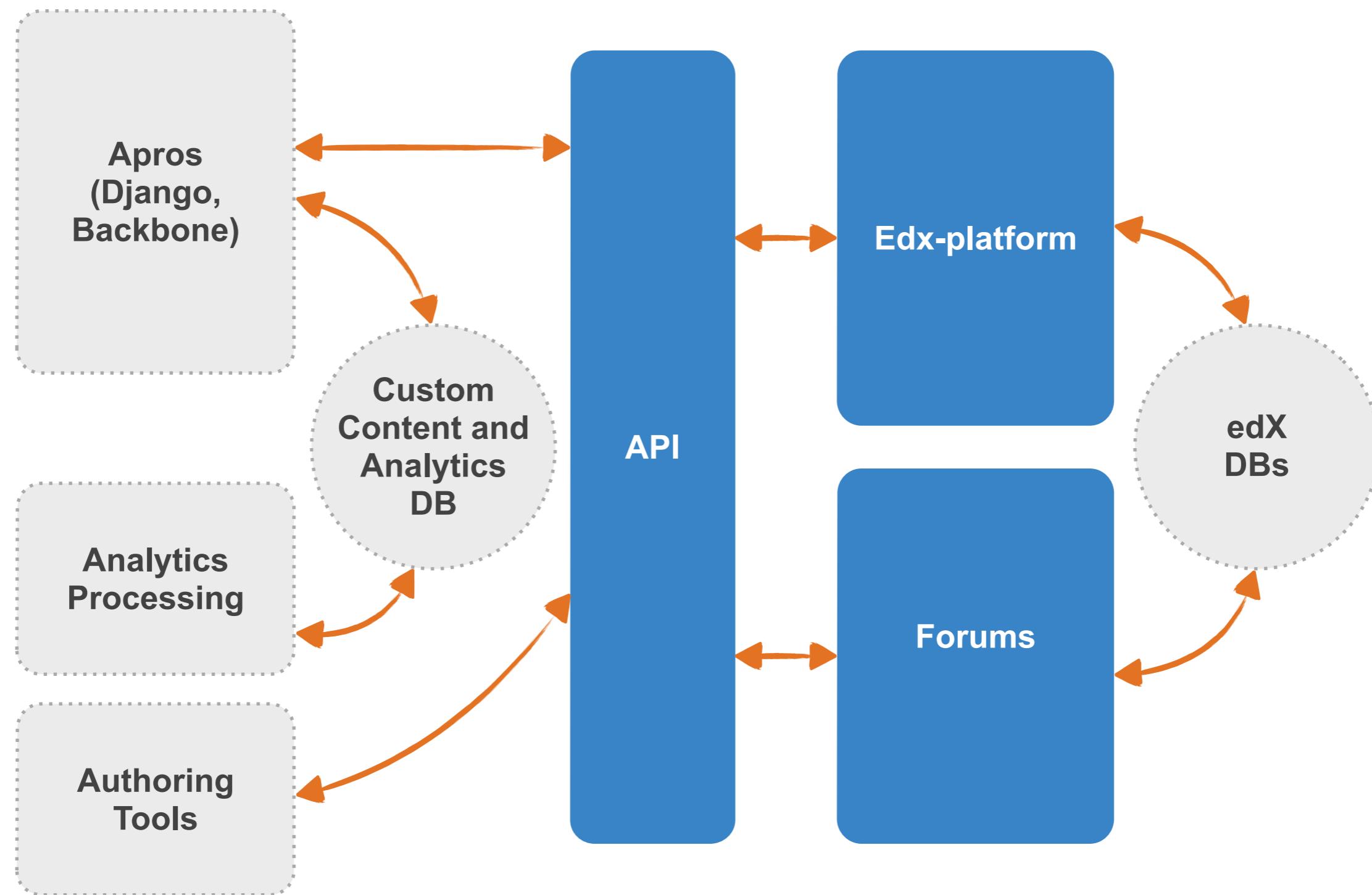
How McKinsey Academy Was Built

Architectural Needs for McKinsey Academy

- Courseware API
- Roles and Permissions
- Companies and Students
- Cohorting for Group Projects
- Peer Assessment and Peer Grading
- Private discussions
- Ensure support for analytics tools we will build

McKinsey Academy Architecture

Hybrid Open edX / Custom UX



High-level Components

- Apros
- edx-platform API (edX Solutions Fork)
- xBlocks
 - Group Projects
 - Discussions
 - Various new exercise types

Apros

Distinctive McKinsey Academy UX

- Course navigation
- xBlock skinning
- “Gamification”
- Group Projects experience
- Internal admin tools
- Company admin tools
- Course meta content



edX API

The power behind the UX

- Robust REST API
- Handles:
 - Authentication
 - Schedule
 - Courseware and metadata
 - Student metrics
 - Gradebook
 - Progress
 - Comprehensive event logging
 - “Static tab” content



xBlocks

Modularity

- Group Work
- Discussions
- Exercises
 - Mentoring modes, including gated assessments
 - Image Explorer
 - Simulations (Adventure)
 - Drag and Drop
 - Custom video player

Internal Admin Tools

Built into Apros and edX API

- Company and Program management
- Student enrollment
- Group Work management and status
- Reporting

Company (Customer) Admin Tools

Built into Apros and edX API

- Rosters
- Cohort analytics and drilldown
- Reporting

Analytics

Measure and improve

- Early days
- High completion rates = lots of data
- Comprehensive event logging
- Combining event data with SQL and course component data (MongoDB)
- Optimize for ad-hoc querying

McKinsey Academy Development Process

Multiple Teams, Singular Focus



McKinsey Academy

edX Solutions Team

- Architecture
- Engineering
- DevOps
- Agile project management (and JIRA admin!)
- QA

McKinsey Academy Team

- UX
- Visual design
- Front end engineering
- Mobile responsive
- Analytics
- Authoring tools
- Testing

What We Have Learned

The Metrics/Feedback So Far...

As our students learn, we learn!

- Throughout last year, we tested with:
 - 100 companies
 - 2000 students
 - from 12 countries
- Launched in September, 2014
- > 90% Course Completion
- Group Project Work and peer grading: engaging, critical to learning this material
- Huge potential with social learning, we are just scratching the surface
- Leaderboards and metrics motivate and challenge students

What the Future Holds

What the Future Holds

We are just getting started!

- Internal team and partners will continue to code
- Sync quarterly with edX Named Releases
- Analytics will be front and center as we learn about learning
- Enabling pedagogy experts to optimize for future courses
- New customers, new markets, new programs in 2015

Interactive Exercise Type: Polls

Description

Allows users to take polls throughout course content and see cohort aggregate results. Fosters more engagement as users sense connections with other members of the cohort through shared displays of information/results.

Highlights:

- Instantly displays cumulative results
- May have feedback which is question specific, not answer specific. Used to display national average results, for example.
- On subsequent views of poll, the user sees the increased results as more respondents contribute options.
- When the course has ended, the 'final' data for the poll remains as a snapshot for all ongoing views of the course.

This screenshot shows a poll interface from the McKinsey Academy website. At the top, there's a navigation bar with links for McKinsey&Company, McKinsey Academy, About, Programs, Experience, and Contact. A user profile for 'jennifergormley' is visible on the right. Below the navigation is a blue header for 'MCKINSEY MANAGEMENT PROGRAM: Business Strategy'. The main content area is titled 'Lesson 3: Having an open dialogue' and 'Title of Module'. It contains text about the importance of feedback, training, mentorship, and sponsorship. A 'POLL' section asks users to reflect on resources that were helpful at entry level. The poll results are displayed in a table:

Option	Percentage
Feedback (formal and informal)	48%
Training	30%
Mentorship and sponsorship	22%
Connections/network	0%

A 'Submit' button is present, along with arrows for navigating between poll results. Below the poll, a note says 'Results based on 82 respondents.' A 'FEEDBACK' section provides additional context about market segments and general tendencies.

This screenshot shows another poll interface from the McKinsey Academy website. The layout is similar to the first one, with a blue header for 'MCKINSEY MANAGEMENT PROGRAM: Business Strategy'. The main content area is titled 'Lesson 3: Having an open dialogue' and 'Title of Module'. It includes text about reflecting on company starting points and gender diversity statements. A 'POLL' section asks users to agree or disagree with various statements. The statements and their current status are listed in a table:

Statement	Yes	No	I don't know
Gender diversity is a strategic priority at my company.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender diversity is not an issue at my company; men and women are held to the same standards and valued equally.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
My company has a compelling business case for gender diversity.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Our leadership is extremely committed to gender diversity.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
My company understands the barriers in the way and what should be done to remove them.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
My company is aligned on the degree of change needed and committed not just at the top, but down the line to achieve the plan.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
My company has development programs dedicated to women such as	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Navigation arrows are present on both sides of the poll area.

Notifications

Description

Notifications panel added to course navigation, highlighting announcements, deadlines, discussions, etc. for participants.

Highlights:

- ANNOUNCEMENTS - Anytime an announcement is posted.
- GROUP WORK - In addition to emailing users to remind them of upcoming deadlines, we will also notify users:
 - when it is 'X' days before and day of deadline
 - when a team member responds to or posts a thread in private discussions
 - when a team member uploads a file
- LEADERBOARDS - If the user moves into any of the top 3 slots on the cohort page, they would be notified. Future goal would be to give them a custom popup when they go to the page congratulating them for their achievement in whichever area.
- DISCUSSIONS - A user should get alerted to any of the following activities, and by clicking on the title of the thread, be taken to that thread when a user replies to, upvotes, or follows their post.

The screenshot shows the McKinsey Academy course navigation interface. At the top, there's a header with the McKinsey & Company logo, 'McKinsey Academy', and links for 'ABOUT', 'PROGRAMS', 'EXPERIENCE', and 'CONTACT'. Below the header, the main content area displays a 'PROFICIENCY' section with a circular progress bar showing a score of '6' and 'cohorts average = 5'. It also shows 'PROGRESS' at 18% with a green bar. On the left, there's a sidebar with 'LESSONS' (Lesson 1: Building block: Choose, 82% complete), 'DISCOVER' (Managing the strategy journey, Dynamic management, Squash and Our Intuit Strategic Thinking), and a quote from Dan Ariely. The right side features a 'Notifications' panel. The notifications list includes:

- Welcome to McKinsey Academy (September 23, 2014)
- Introduction: Evaluations due today (September 23, 2014)
- Scheduling (vishalghandi responded: I can meet later this week if you have time on Friday...)
- Your post Best Practices for Innovation was followed 10 times (September 21, 2014)
- New Content (We will begin with Lessons 1 and 2 of the course. Please complete...)
- Ten Timeless: Upload(s) due today

Each notification has a 'View unread', 'View all', and 'Mark as read' link. There are also icons for 'Upload', 'Scheduling', 'Discover', 'Analytics', and a message icon with a '3' indicating new messages. The user profile 'jennifergormley' is visible at the top right.

McKinsey Academy + edX

- We will share our learnings and code
- We will hone the collaborative process
- We will continue to mutually benefit from our respective expertise
- The future looks bright!



Thank you!

andy@mckinseyacademy.com

@andyparsons