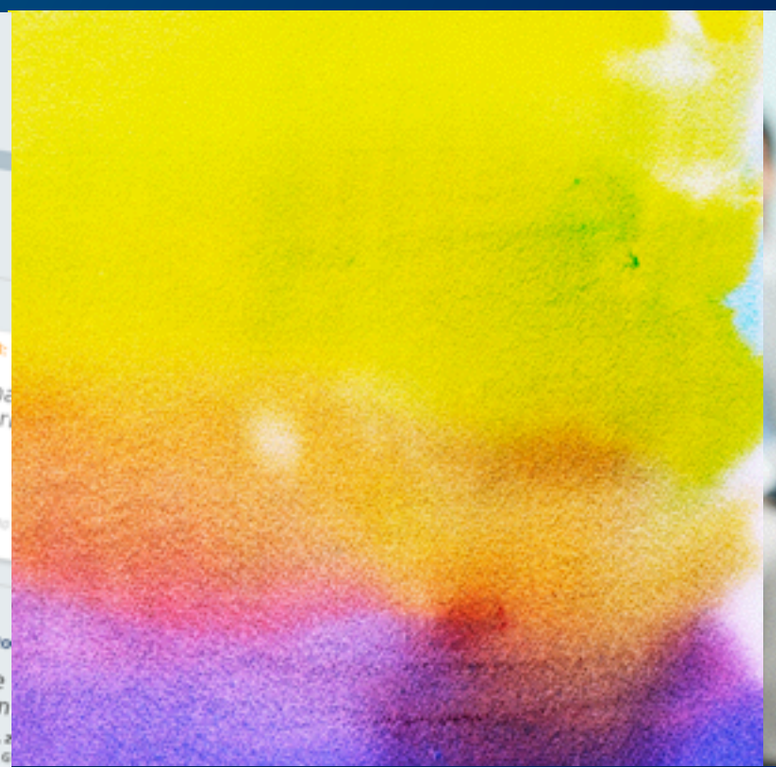
McKinsey&Company | McKinsey Academy

Powered by Open edX

Andy Parsons, CTO



What this Talk Will Cover

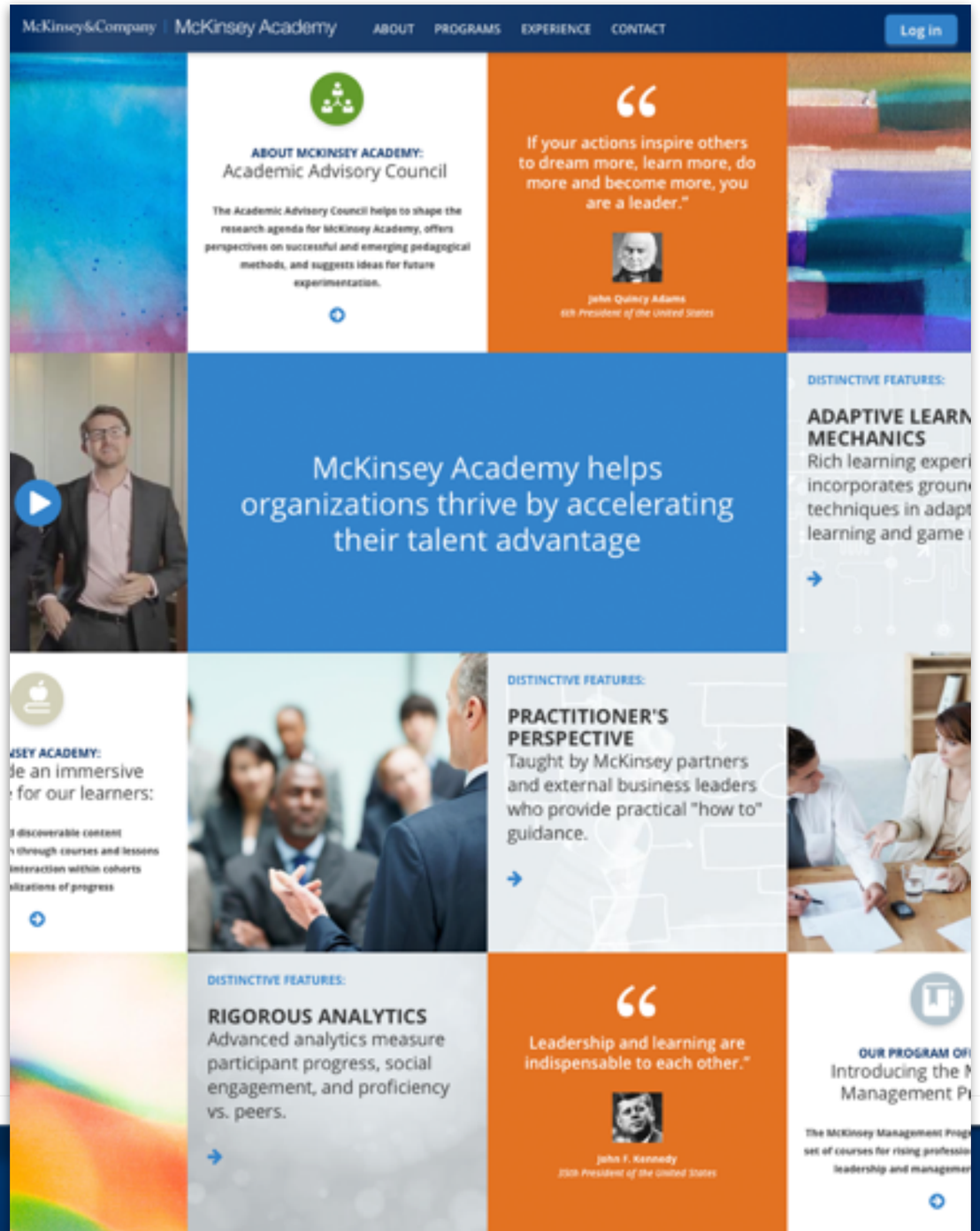
- What is McKinsey Academy?
- Goals of Our Collaboration with EdX
- How We Built It
- What We Have Learned
- The Future of McKinsey Academy

What is McKinsey Academy?

Social learning
Interactive exercises & deep feedback
Engaging learning experience
Performance metrics
Continuous course and UX optimization
Global, cross-company participation
Customizable team projects

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 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

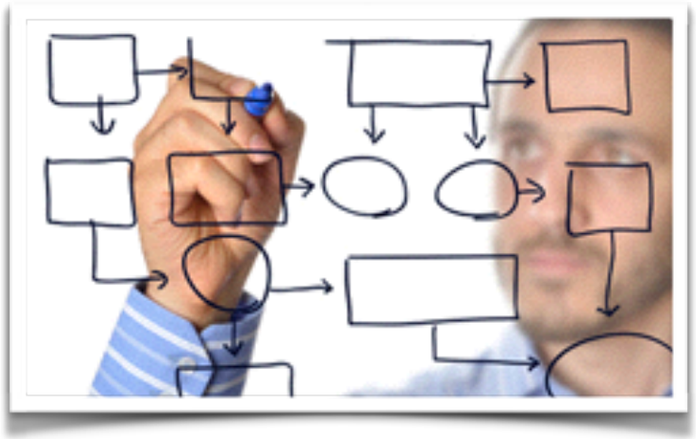
What is McKinsey Academy?

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

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

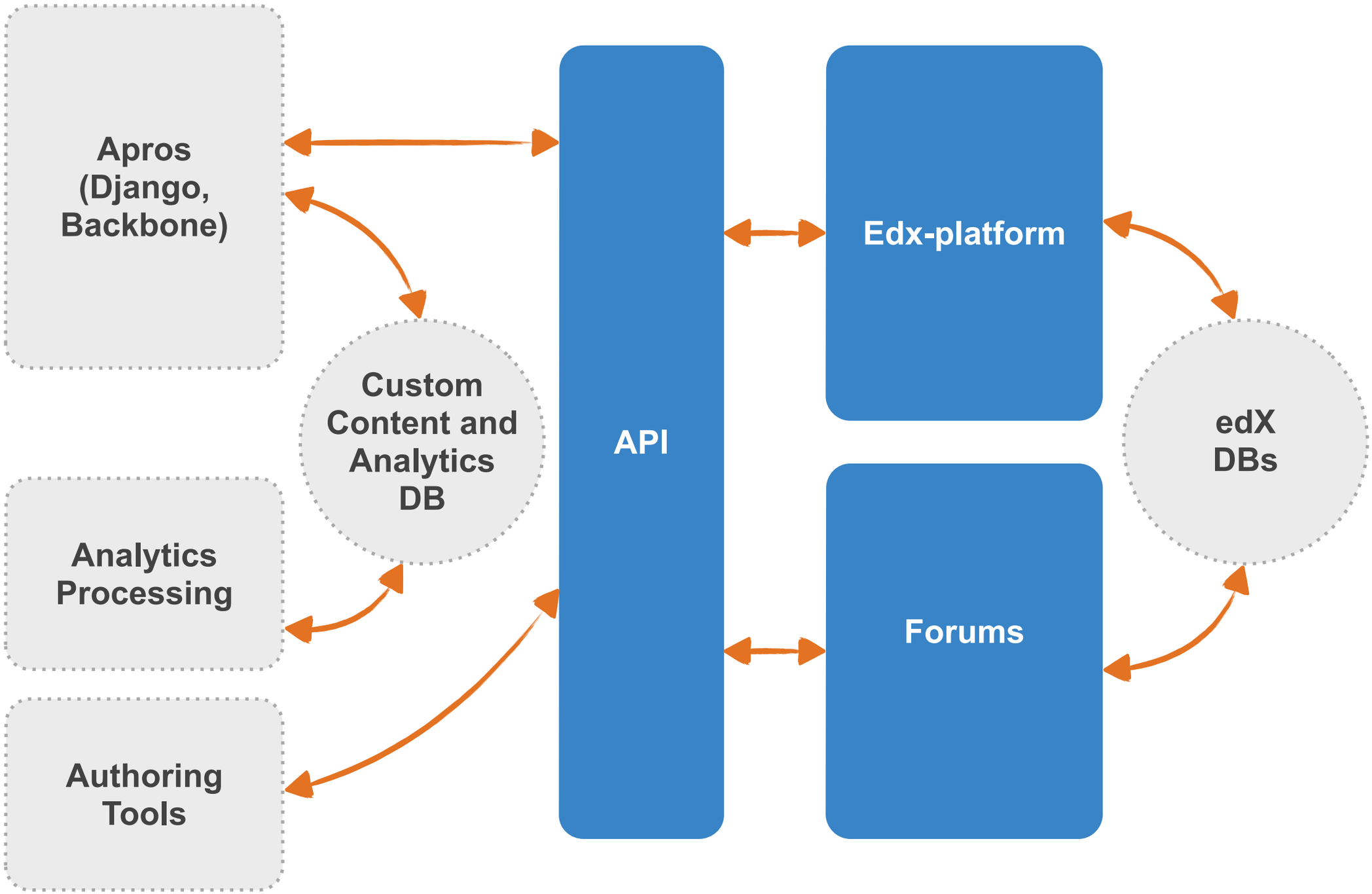
How McKinsey Academy Was Built

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

edX Solutions Team

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

McKinsey Academy

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

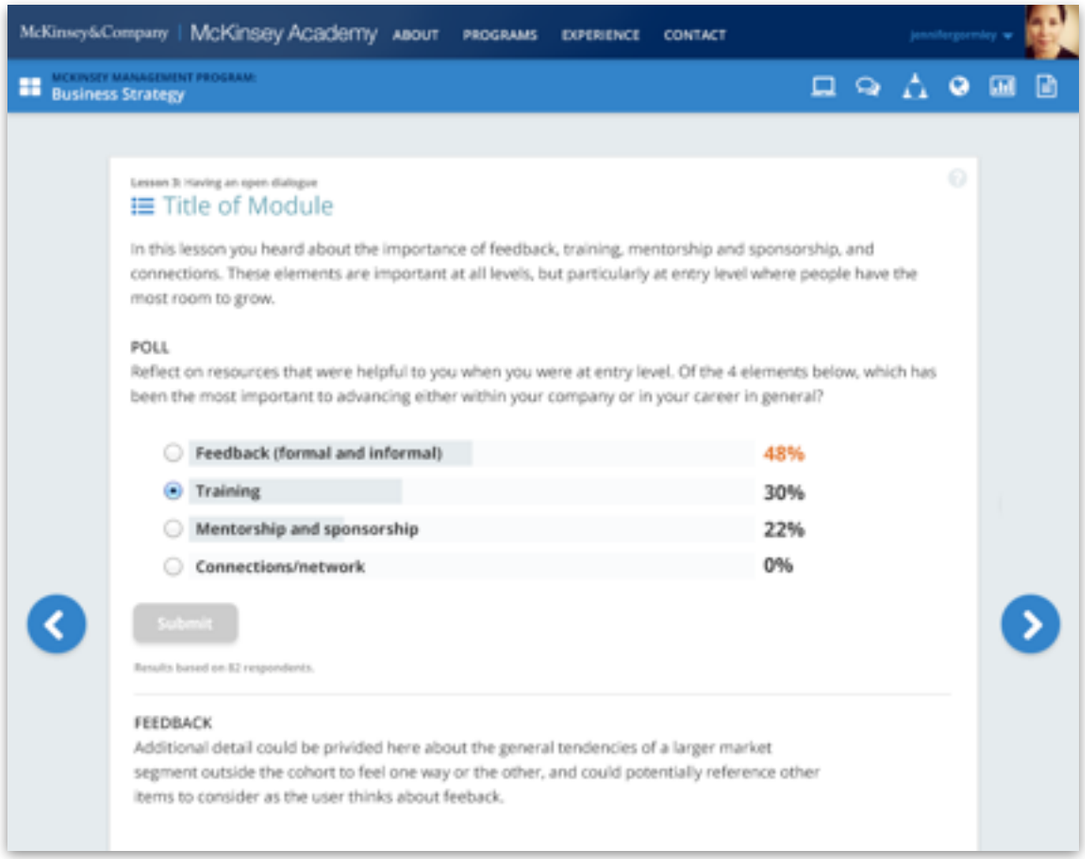
Interactive Exercise Type: Polls

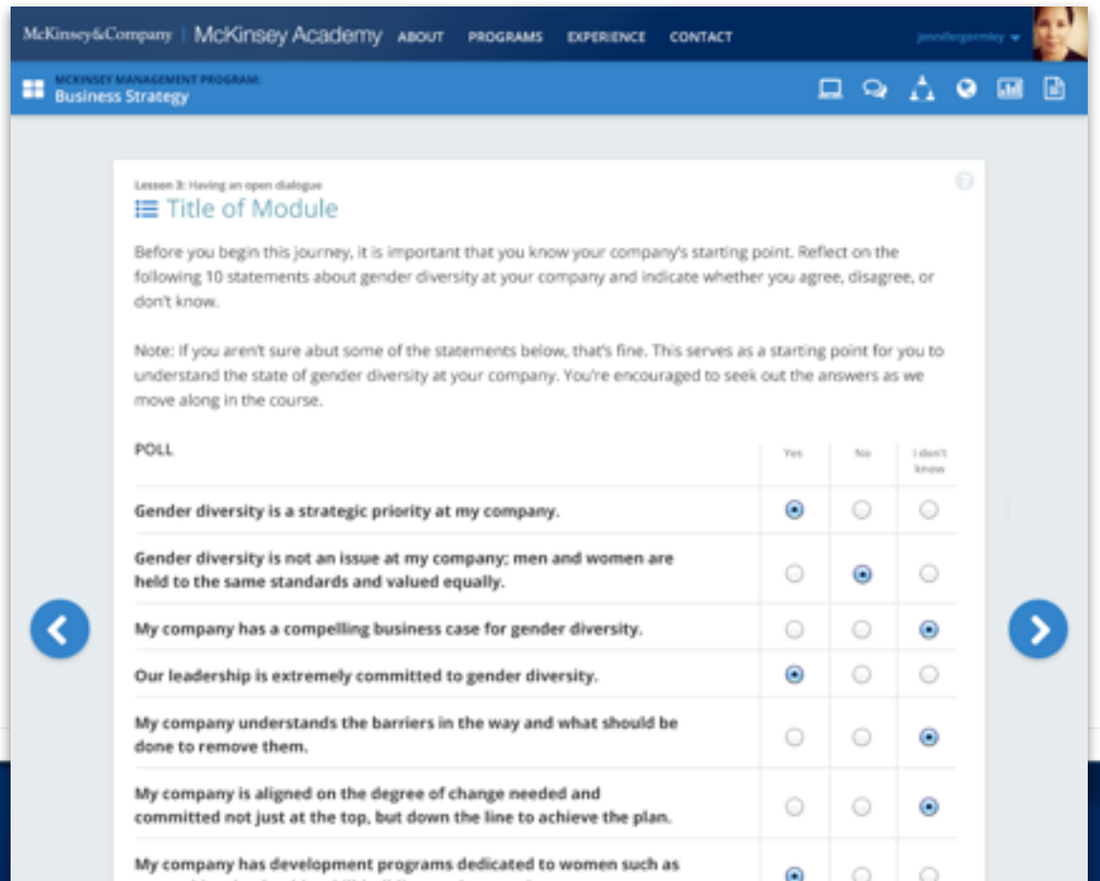
Description

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.





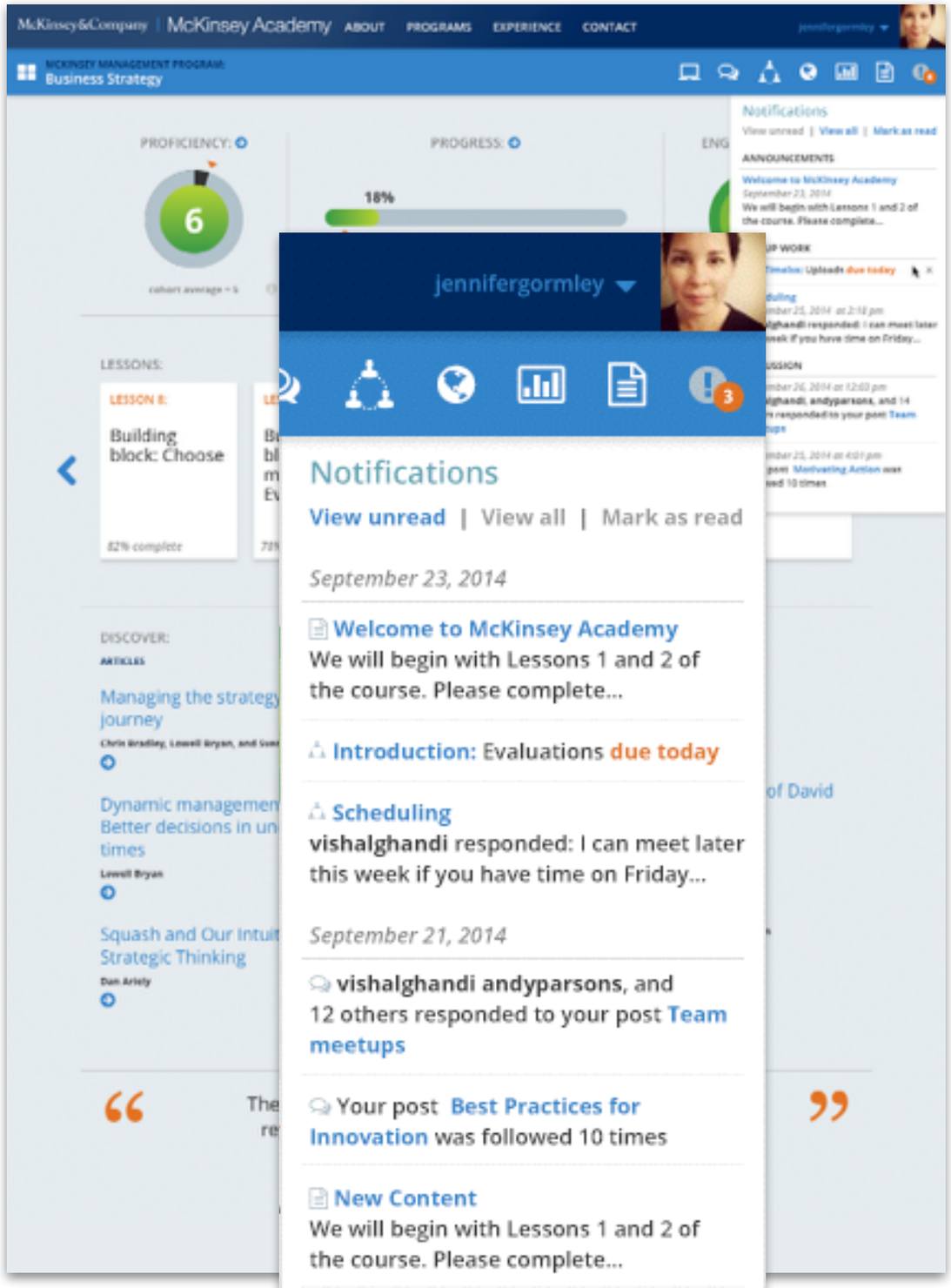
Notifications

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.



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