McKinsey & Company

Forward

Advanced Level Participant Handbook

Name: _____

Welcome to the Advanced Level!

Congratulations on completing the Forward Foundation Level and achieving the **Super Learner status!** We are excited to **welcome you to the Advanced Level of the program.**

Over the **next 12 weeks** of the Advanced Level you will **deepen your understanding of concepts and techniques** you learned in the Foundation Level.

We have also prepared **various hands-on experiences** to empower you with practical skills and frameworks that you can apply in your professional life.

Similarly, to the Foundation Level, this handbook **serves 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!

In this Handbook, you'll find **all the information you need** throughout the course, along with suggestions on how to stay focused and pace yourself while learning.

To successfully complete the Advanced Level, we recommend allocating a **minimum of 2 hours each week.**

McKinsey & Company

Take a Step.
Forward.

Contents

Forward is designed over three levels. Complete transition criteria by the deadline to unlock higher levels of learning
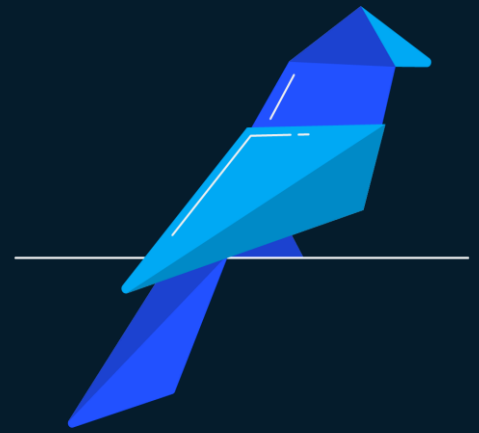
Foundation level (L1)

- 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
- Verification document
- Letter to future self

Advanced level (L2)

- 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

Advanced Level Planner

In the Advanced Level, you will experience a mix of delivery methods to ensure engagement and impact. There are several activities in store for you on the path of self-discovery. Below is the list of activities that you will encounter during the Advanced Level. Use this checklist to mark your progress along the learning journey.

|	Item	Description	Duration
Preparation & Weeks 1-3	☐ Explore the Forward Welcome Section	Introductory videos and messages	20 minutes
	☐ Attend a Welcome Webinar	Virtual webinar with McKinsey team and program peers	1 hour
	☐ Meet your fellow Super Learners on the Discussion Board	Introduce yourself and connect with your peers	Self-timed
	☐ Complete the Problem-Solving Digital Course	3 fully digital self-paced lessons	4-5 hours
Weeks 4 – 6	☐ Sign up for and attend the Lead Forward Workshop	Virtual workshop delivered by McKinsey faculty	1.5 hours
	☐ Sign up for and attend a Think Forward Workshop	Virtual workshop delivered by McKinsey faculty	2 hours
	☐ Attend an optional Problem Solving Coaching webinar (London's Traffic problem Group Work Assignment)	Virtual coaching webinar with multiple groups and McKinsey experts to walk through tips for improving your assignment	1 hour
Weeks 7 – 10	☐ Complete the Communicating for Impact Digital Course	4 fully digital self-paced lessons	7-8 hours
	☐ Complete the London's Traffic problem Group Case Assignment	Virtual meet-ups with peers to work on a case assignment	4-5 hours
Weeks 11 – 12	☐ Attend an optional Case Walkthrough webinar (London's Traffic problem Group Work Assignment)	Virtual coaching webinar with multiple groups and McKinsey experts to walk through an example submission	1 hour
	☐ Complete the End of Program Quiz	Mini quiz to review Forward learnings	15-30 mins
	☐ Complete the feedback survey	End of Advanced Level feedback survey on your experience	10 minutes

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Problem Solving (Part 2) Digital Course

A 4 – 5 hour course that is a continuation of Part 1 from the Foundation Level and focuses on the remaining steps of McKinsey's approach to problem solving.
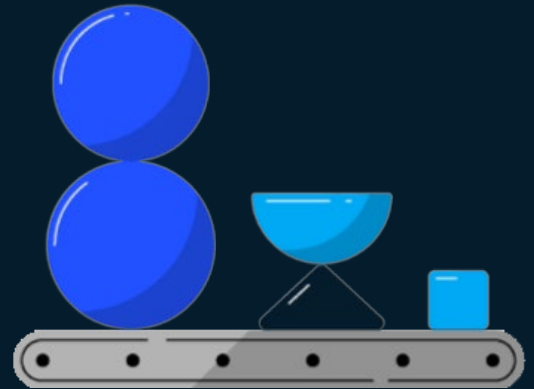
What you will learn

- Structure a problem to explore the range of possible issues and then prioritize your focus
- Arrive at a recommendation through carefully planned work
- Synthesize findings and develop actionable recommendations

Planner

We suggest that you focus on **completing the Problem Solving digital courses during the first 3 weeks** of the Advanced level to help you prepare for the Group Case Assignment.

August						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	30	31			

September						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	30	

Week 1

☐ **Lesson 4:** Structure the Problem

☐ **Discussion**: Using the Problem State-ment Worksheet

Week 2

☐ **Lesson 5:** Arrive at a Recommendation
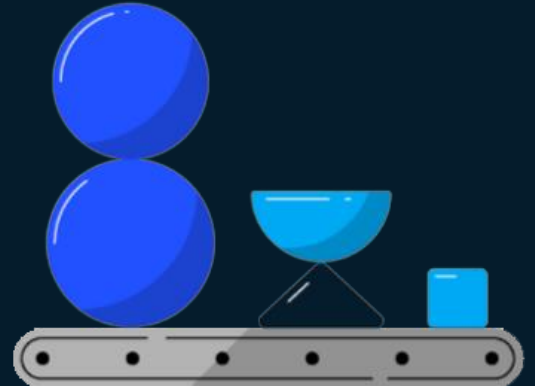
☐ **Discussion:** Using Creative Thinking

Week 3

☐ **Discussion:** Using Synthesis

☐ **Lesson 6:** Wrap up and Reflection

☐ **Assess:** Check your understanding of Problem Solving

Problem Solving (Part 2) 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 2) Digital Course

A 6 – 7 hour digital course that is a continuation of Part 1 from the Foundation level. It focuses on developing a story line and bringing it to life through your delivery style.

What you will learn
- Practice providing insights and synthesis in your communication
- Create and tailor a storyline to communicate your message
- Bring your storyline to life with materials and visualization

Planner

We suggest that you focus on completing the Communicating for Impact lessons during weeks 6 – 10 of your Advanced Level journey

October 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					

November 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	30			

Week 6

☐ **Lesson 5:** Develop a Storyline

☐ **Discussion**: Share Your Most Engaging Interaction

Week 7 - 8

☐ **Lesson 6:** Craft Inspiring Communications

☐ **Discussion:** "We Should All be Feminists"

☐ **Lesson 7:** Deliver with Style

Week 9 -10

☐ **Discussion:** "How to Sound Smart in Your TEDx Talk"

☐ **Lesson 8:** Facilitate An Active Discussion

☐ **Assess:** Check your understanding of Communicating for Impact

Communicating for Impact (Part 2) 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?

Contents

Group Case assignment

A 4-5 hours Group Case assignment to practice your problem-solving skills in collaboration with an assigned group of peers in the Forward program.

What to Expect

You will complete a real-world case assignment with a group of peers.

This is a great opportunity for you to network with other participants from around the world and practice the skills you have learned during your Forward program.

Around week 4 of the Forward Advanced Level, you will receive an email introducing you to your team and providing further instructions on how to complete your Group Case Assignment.

What you will learn

Throughout the group case, you will have a chance to **develop and practice essential skills that are needed in any workplace:**

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

You will find all the details of the assignment in the 'London's Traffic Group Case Assignment' component on your Learning Platform. This component will remain locked until your groups have been assigned.

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Digital Courses

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Think Forward Workshop

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Mandatory Workshop #1: Think Forward

A 2 hour interactive virtual workshop built on the Digital Essentials course. It will inspire you to adopt innovative ways of working and thinking, such as Agile and Design Thinking, and offer you a practical experience on how to incorporate these principles in your professional life.

High-Level Agenda
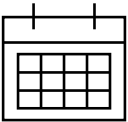
Introduction:

1. Welcoming participants
2. Introducing faculty and topics
3. Setting ground rules

New ways of thinking:

1. Business thinking vs Design thinking
2. Design thinking exercise

New ways of working:

1. Traditional organizations vs Agile organizations
2. Agile simulation game
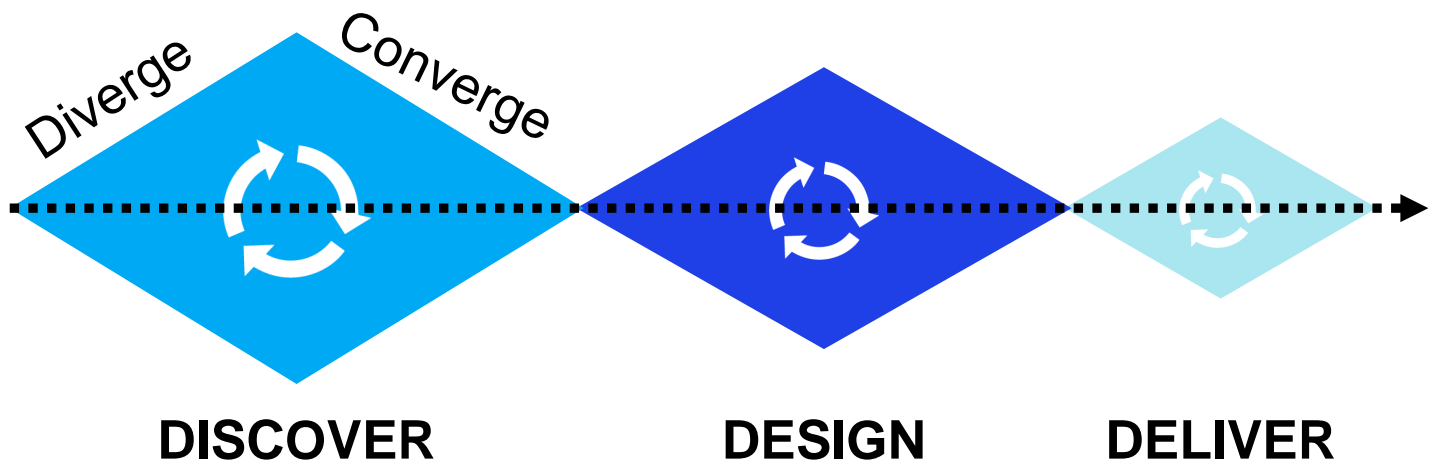3. "Doing Agile" vs "Being Agile"

Closure:

1. Key learnings and reflections from today

Key Concept: Design thinking approach

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

Diverge   Converge

DISCOVER   **DESIGN**   **DELIVER**

Think Forward Workshop

Key Concept: Persona worksheet

When conducting research about the customers of your product or service, you can use a persona work-sheet such as this one to organize your findings.

...

_____

Customer's name

Background and characteristics

Describe the key attributes of your customer. Be as specific as possible.

Current behavior

How does your customer typically behave, particularly in the context of the problem statement?

Goals and wishes

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

Pain-points and frustrations

What pain-points does your customer experience? What about their current experience frustrates them?

Think Forward Workshop

Key Concept: Reframe a Problem Statement

When working on a design problem, you can use a problem statement worksheet such as this one to ensure you are putting the customer in the center of the process.

I am a… — Describe who the user is with 3 defining characteristics

I am trying to… — Describe the desired outcome or job to be done

But… — Describe the key problem(s) or barrier(s)

Because… — Describe the root cause of those problems or barriers

Which makes me feel… — Describe the emotional state this creates

So in the meantime… — Describe how the user is solving the problem today

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
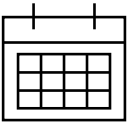
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Mandatory Workshop #2: Lead Forward

A 1.5 hour interactive virtual workshop – a deeper exploration of the 'Mindsets' lessons from the Adaptability & Resilience course. You will learn how to put your Growth Mindset to practice and use the Awareness, Pause and Reframe (APR) framework when encountering triggers.

High-Level Agenda

Introduction:

1. Welcoming participants
2. Introducing faculty and topics
3. Setting learning intentions and ground rules for the session

Self-leadership:

1. Stages of growth
2. Reactive vs creative mindsets
3. Understanding the frames we use to view the world
4. Identifying personal triggers
5. Pausing and reframing problems

Closure:

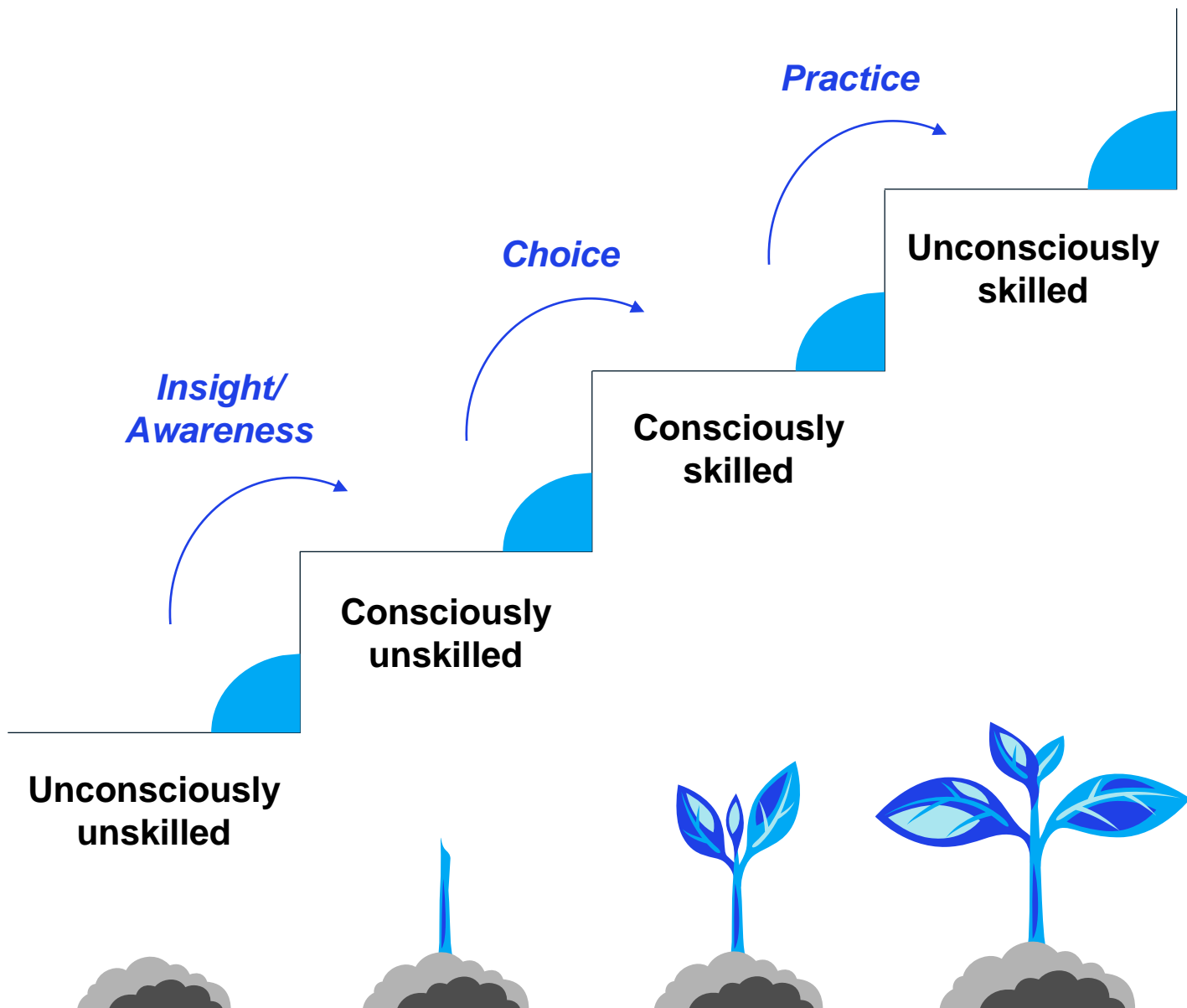1. Key learnings and reflections from today

Lead Forward Workshop

Pre-work: Before attending the workshop, we recommend to complete the exercise below to be ready to share your ideas

Reflect on the stages of growth

1 Think of an example where you have gone through the stages of growth.

2 What allowed you to move from one stage to another?

Practice

Choice

Unconsciously skilled

Insight/ Awareness

Consciously skilled

Consciously unskilled

Unconsciously unskilled

Lead Forward Workshop

Pre-work: Before attending the workshop, we recommend to complete the exercise below to be ready to share your ideas

Where am I?

Click on the link to watch the video: Above and Below the Line video

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

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

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

OPEN
CURIOUS
COMMITTED TO LEARNING

WHERE AM I?

COMMITTED TO BEING RIGHT
DEFENSIVE
CLOSED

Key concept: The APR framework

APR technique

An adaptability technique to help you shift from reactivate to creative mode. Can be used in the moment, to prepare for a situation or as a reflection framework.

A

Awareness

What are my triggers and what, in me, is getting triggered?

P

Pause

What can I do to interrupt my reactivity?
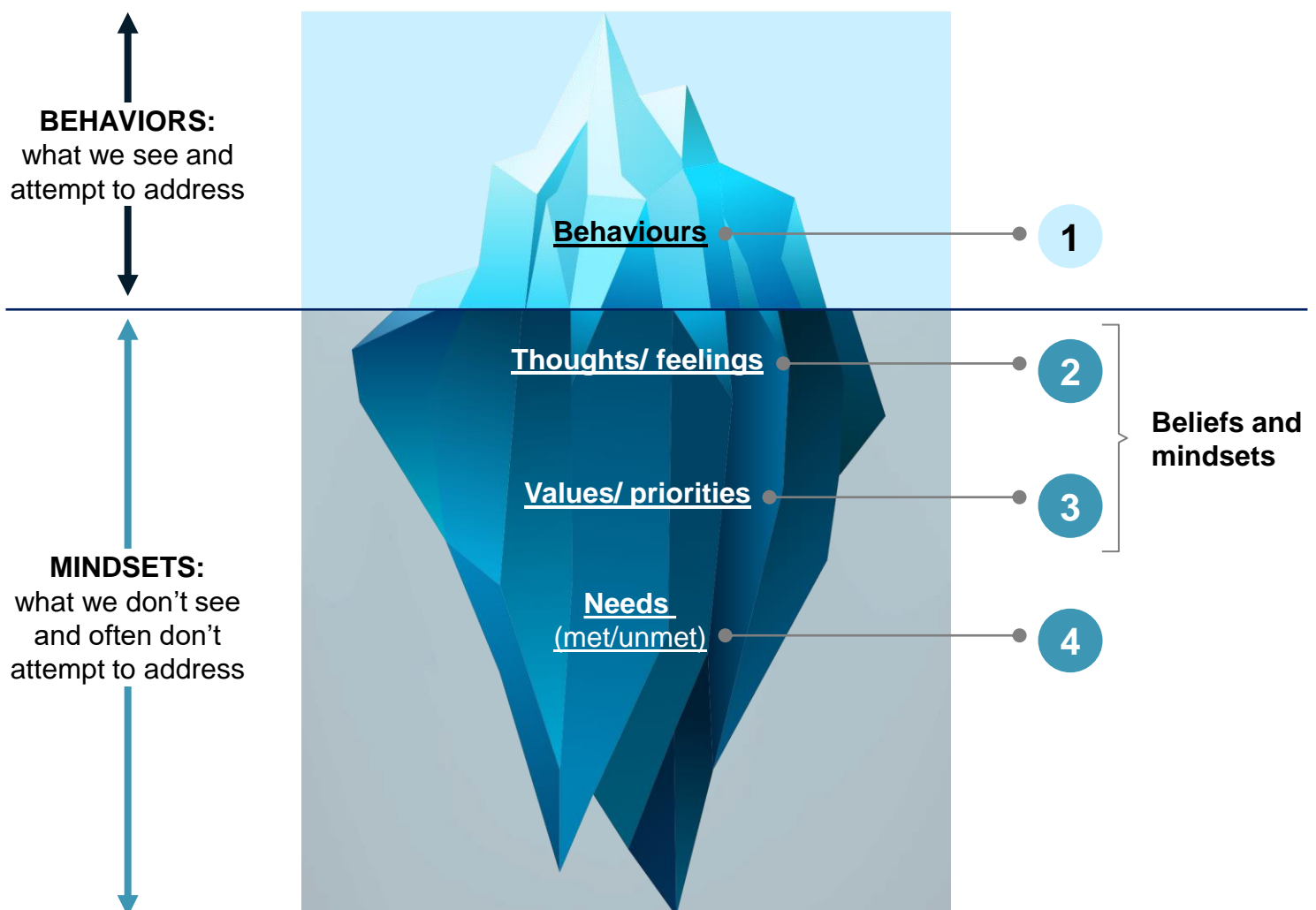
R

Reframe

How can I reframe the question?

Lead Forward Workshop

Key Concept: The iceberg model… we only see the tip of the iceberg

What's the Iceberg?

BEHAVIORS: what we see and attempt to address

MINDSETS: what we don't see and often don't attempt to address

Behaviours — 1

Thoughts/ feelings — 2

Values/ priorities — 3

Beliefs and mindsets

Needs (met/unmet) — 4

Additional Resources:

1. **Video: Leadership and the Iceberg Model**
2. **Article: How to demonstrate calm and optimism in a crisis**

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Transition to Network Level

Tip
Make sure you save all downloadable learning material from both Foundation and Advanced Levels, for future reference.

To receive your certificate of completion and transition to the Network Level, make sure you complete all the actions below by 21 November 2023.

A   Complete all the digital lessons in the Advanced Level including the Welcome section and the relevant feedback surveys
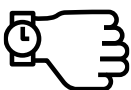
B   Complete the Problem Solving and Communicating for Impact course assessments with scores of 70% or higher

C   Attend the 2 mandatory virtual workshops fully: Think Forward & Lead Forward

D   Work on your group case assignment with your group and make sure one group member submits it by the deadline

E   Complete the End of Program quiz, with a score of 70% or higher

Transition to Network Level

McKinsey Forward Badge and Certificate of Completion

Participants who complete all the requirements of both the Foundation and the Advanced Levels will receive:

Certificate of completion

A **certificate of completion*** to mark your achievement.
*Please note that McKinsey is not an accredited education body, and thus participants of the Forward program will not receive an accredited qualification or credential

Virtual Badge

McKinsey Forward Badge. Earning this official digital badge serves to acknowledge completion of the 6 month Forward program and all the requirements. It is **verifiable** and easily **shareable** on social media accounts and other digital channels.

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Social Media Resources & Guidelines

1 Celebrate your progress and encourage others to #TakeAStepForward

Here is a reminder of the 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 practical skills we need to succeed in the future of work. Check out the website and **#TakeAStepForward:** 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	Tag us	When relevant, share a link to the website
#TakeAStepForward	Facebook @McKinseyForward Instagram @mckinsey_forward	www.mckinsey.com/forward

Social Media Resources & Guidelines

2 Share your journey with us!

We're eager to hear from you!
If you'd like, you can share a written testimonial (around 30 words) or a 1–2-minute video testimonial with us about your journey with Forward. We may select some to feature on our channels or website.

"I only knew Forward was free, so I thought why not? Turned out to be the singular most important decision of my life this year. I am more confident, empowered and standing out at work like never before!"

Kalada
Engineering Trainer

#TakeAStepForward

Some of the suggested topics you can address are:

- **Particular course/module/concept or workshop you found powerful:** What makes it your favorite? What new skills did it teach you? How can others benefit from it?

- **Impact on your career/life so far:** How has the Forward journey impacted your life so far? Be specific! Can you provide an example of something you now do differently as a result of the program, or recall a situation where a Forward lesson led to a successful outcome?

- **Call to action to other young professionals**: What advice would you give to your network and why they should #TakeAStepForward?

Please email your testimonial to Forward@mckinsey.com with the subject header "My Forward Journey Testimonial – Full Name"

Use the Forward hashtag	**Tag us**	**When relevant, share a link to the website**
#TakeAStepForward	Facebook @McKinseyForward Instagram @mckinsey_forward	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 participants to list Forward on the training or skills section of their CVs. You can also highlight the key attributes developed during the program.

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, brainstorms 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.**
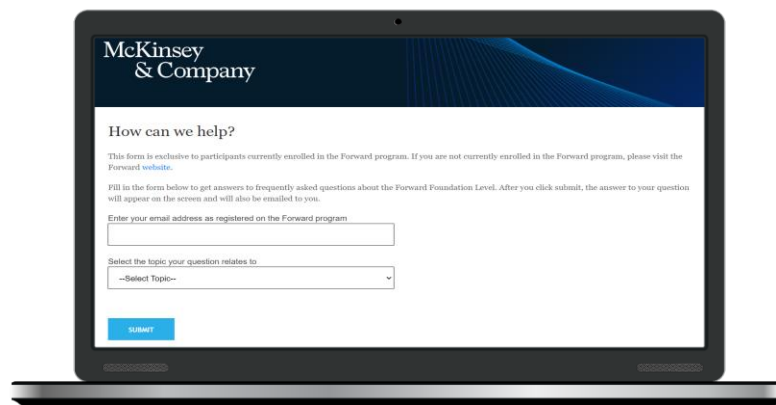
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Have a question?

Navigate to the Learning materials section on the learning platform and refer to the following resources:

Find the answers to the FAQs in our **Solution Hub** or ask your question in the Other option on the Solution Hub.

Find everything you need to know to prepare for the London's Traffic **Group Case Assignment in the "Group Case Assignment" workbook"**
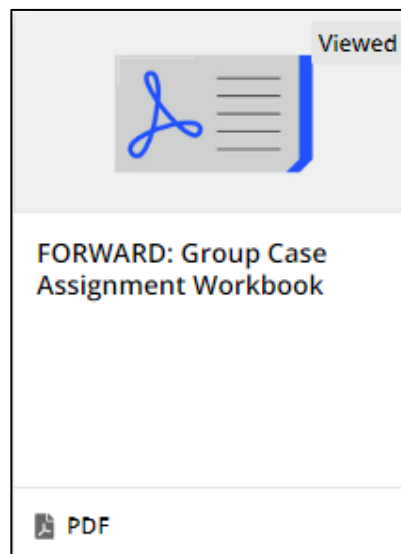
We hope to see you in the Forward Network Level!