15.280
PERSUASIVE PRESENTATION I
PLANNER

NAME: Sergio Sánchez Gómez

CONTEXT

What is your role?

I am an Associate in the McKinsey Madrid office who, additionally to his client work, has been involved in recruiting initiatives for the office. For a few months, I have been leading an initiative to bring McKinsey to traditionally non-targeted universities.

Who is the audience? Be as specific as possible, i.e., names & positions.

The Madrid Office People Committee – including the Chief People Officer (a Firm Senior Partner taking on people-related tasks), Head of People (operational leadership), Head of Recruiting (reports to Head of People) and the Recruiting team (8 people, from managers to junior recruiters)

What is your credibility with this audience? How will you establish trust with the audience? How does your audience feel about the information you are sharing?

Overall, I have a good relationship with the audience, although the initiative itself is not known by everyone.

I have been working for a few months in this initiative with the Recruiting team – they are aligned with my goals and support it strongly. Head of Reporting could have some reluctancy as he believes this initiative could take some of his resources away from core tasks. CPO and Head of People know me from a different context and trust my work and me personally, but have not yet been exposed to this particular topic.

What are their information needs?

They need to know the expected benefits to the Firm of the initiative I am suggesting and the potential costs associated with it

STRATEGY

What is your **communication objective/recommendation** for this presentation? What do you want your audience TO DO as a result of your presentation? This needs to be specific and measurable.

I want the People Committee to approve the expansion of McKinsey's recruiting efforts to 8-10 additional universities traditionally not targeted by the Firm (universities located in second-tier cities, public schools, etc.)

Do you have enough time in this **five-minute presentation** to reach that objective, convince the audience to accept your recommendation? If not, please re-consider the scope and narrow it down.
Yes

What is your **core message**? Summarize it in one sentence. Consider where it will be repeated in your presentation so that it is memorable.
McKinsey would strongly benefit from accessing a more diverse talent pool in its recruiting process

What type of argument will you use: **one-sided** (*the 'Why' of recommendation*) **or two-sided** (*the 'Why Not' of recommendation*)? Explain your choice here:
One-sided – I am suggesting the addition of a new initiative that does not have a clear alternative (beyond perhaps the status quo)

What are the benefits of your recommendation to your audience, i.e., **WIIFT**?
1. Increased the number of applications and interviews (key KPI for recruiting team)
2. Potential improvement in overall Firm performance (more diverse Firms perform better on average)
3. Positive impact has already been proven (we did an online event as a pilot that was very successful)

What **persuasive strategies** will you be using, e.g., Cialdini's principles?

1. **Authority** – I will leverage my own credibility having led this initiative for a few months, as well as the Firm's own credibility by citing several of its own reports that show how diversity improves business performance
2. **Social Proof** – I will highlight how the London office did something similar and got solid results
3. **Commitment and Consistency** – I will make it clear how this is the natural next step in the Firm's goal of attracting the best talent

MANAGING Q&A

What guidelines for your **three-minutes of Q&A** will you set for audience participation?

What key questions do you expect from your audience?
1. How will this impact the Firm's reputation? Is there a risk to dilute the Firm's talent?
2. The Recruiting team is spread too thin already – how will we cover this extra work?
3. What makes you think that people in these universities are a fit for McKinsey? If they want to work here, they can apply

Conclusion after answering last question: What is the **most important takeaway** from your presentation?
McKinsey cannot leave it talent strategy slip – it needs to find new ways to find exceptional people where they are

DELIVERY & REHEARSAL PLAN

How will you prepare so that you can show up confident and ready to engage with your audience?
- Find hard data points (e.g., reports, industry trends, benchmarks) that back up my arguments
- Align my recommendation to my audience's incentives
- Rehearse my delivery

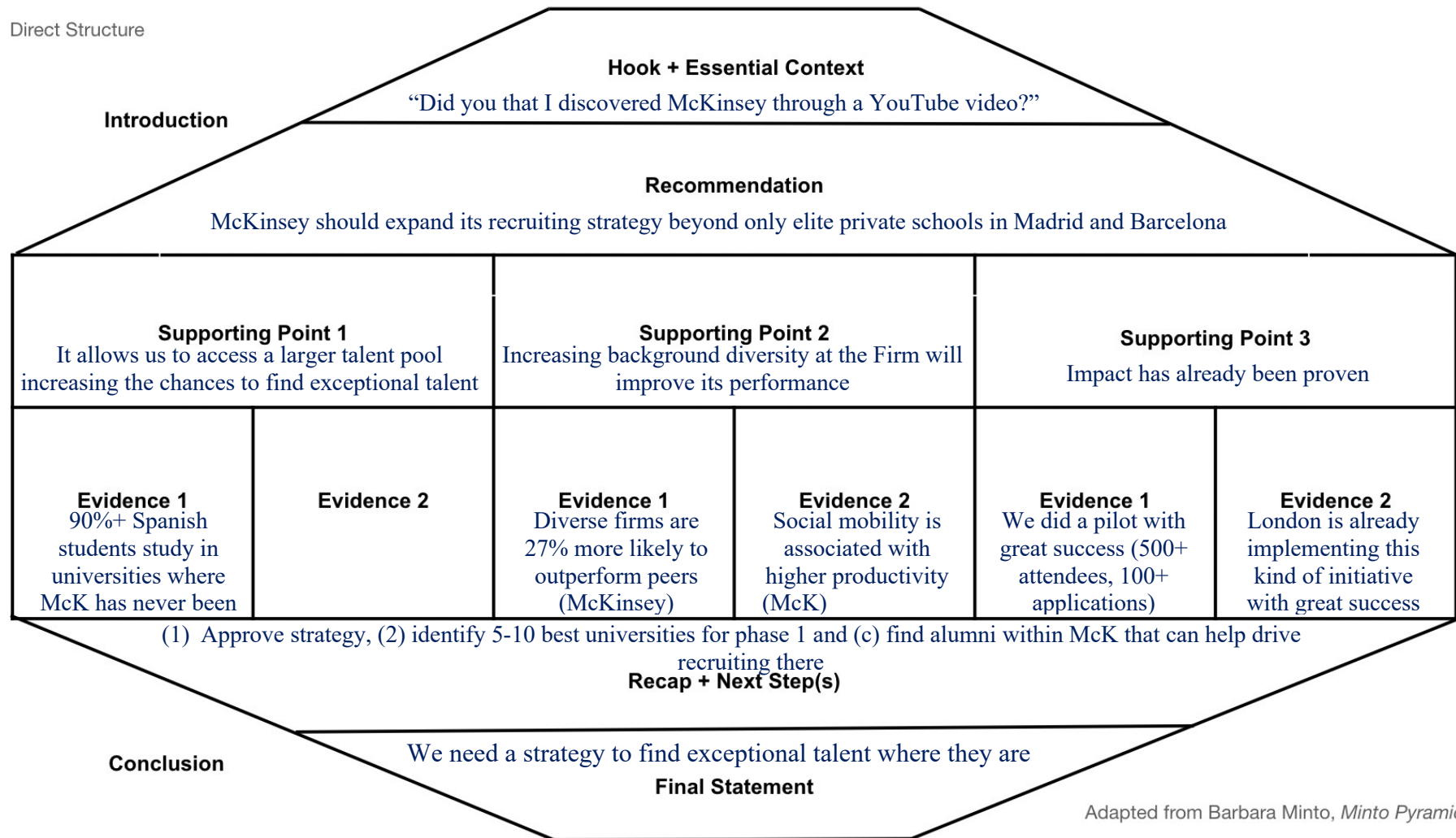Detail your rehearsal plan below (i.e. number of practice runs on your own and with an audience…)
6-8 individual practice runs and 3 rehearsals with classmates

SHIELD FRAMEWORK/ PLANNING TOOL

Complete The **Shield Framework** *(included next with this Planner)*. Using the Shield Framework as a planning tool will help you organize your supporting points and evidence and think through your introduction and conclusion.

The Shield/Presentation Planning Tool

Direct Structure

Introduction

Hook + Essential Context

"Did you that I discovered McKinsey through a YouTube video?"

Recommendation

McKinsey should expand its recruiting strategy beyond only elite private schools in Madrid and Barcelona

Supporting Point 1	Supporting Point 2	Supporting Point 3
It allows us to access a larger talent pool increasing the chances to find exceptional talent	Increasing background diversity at the Firm will improve its performance	Impact has already been proven

Evidence 1	Evidence 2	Evidence 1	Evidence 2	Evidence 1	Evidence 2
90%+ Spanish students study in universities where McK has never been		Diverse firms are 27% more likely to outperform peers (McKinsey)	Social mobility is associated with higher productivity (McK)	We did a pilot with great success (500+ attendees, 100+ applications)	London is already implementing this kind of initiative with great success

(1) Approve strategy, (2) identify 5-10 best universities for phase 1 and (c) find alumni within McK that can help drive recruiting there

Recap + Next Step(s)

Conclusion

We need a strategy to find exceptional talent where they are

Final Statement

Adapted from Barbara Minto, *Minto Pyramid*

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The Shield/Presentation Planning Tool

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