

Consulting Frameworks: Use On Your Next Startup, In An Existing Small Business, Or To Ace The Case Interview (Business Success Book 7)

All strategy consulting hopefuls must master the case interview. This WetFeet Insider Guide provides tips on surviving the case interview; an explanation of the different case types, with classic examples of each; seven practice case questions you can use to practice applying your skills; detailed examples of how to answer each type of case question, including sample interview scripts. BUSO37020 Featuring the Ivy Case System - including a section on government and nonprofit cases.

You often hear in discussions about case interviews that you should not use standard business frameworks and concepts at all, because they don't fit to the specific case question and interviewers don't like it when candidates use standard frameworks to solve cases. However, challenging this shallow, generalized and popularized statements, there aren't any of those arguments remaining on the table. It is mostly true that you can't crack a realistic interview case by relying solely on standardized frameworks - but all those business frameworks are extremely helpful templates which you can and even should put into your toolbox and use them whenever appropriate (if not to the fullest, at least partly!). Such a standard business framework is just a tool - and the tool itself is rarely good or bad, it mainly depends on how you use it, for which purpose you use it. With this book, you achieve all of the following: - Get a profound overview of the most important business frameworks needed in consulting case interviews. - Really understand those business concepts and frameworks, instead of possessing superficial knowledge of dangerous half-truths. - Impress your interviewer on how structured and therefore client-friendly you tackle tough case interview questions. - Quickly learn how to actually apply those frameworks to concrete business situations, instead of just having a shallow theoretical knowledge of them. - Be more MECE (mutually exclusive, collectively exhaustive) in setting up your overall case structure at the beginning of a case interview. - Better structure your answers to particular questions later on in your case interview, again being more MECE. - Save time and money by having high-quality content from 10+ years of consulting and interview experience together in one single book. - Significantly reduce the risk of losing a tier-1 consulting firm job offer because you were not structured enough in your interview (and we all know how important it is to Always Be Structured).

Do you want to develop a counterintuitive strategy insight and/or lead a team to develop a counterintuitive strategy insight? You have the experience to know that frameworks, decision trees, applying MECE and 80/20 principles, hypotheses, and structured problem solving are important, but they are not enough. You know a brilliant insight often looks like a mediocre insight. A great strategy often looks like a messy strategy. Analysis is messy. Data is flawed and misleading. Best practices routinely fail. Hypotheses change. Data changes. Linear thinking does not work. This book helps solve this problem. We present the background to a client. You get to follow the design of the strategy and watch how the solution is developed. Over the past 10 years on StrategyTraining.com and FIRMSconsulting.com, you have seen us help our clients solve complex business problems: developing a big data strategy, a corporate strategy, a digital & IT strategy, a pandemic & disaster strategy, a luxury brands strategy, a turnaround & transformation strategy, and more--all based on the combined best practices of the ex-McKinsey, BCG et al., partners who produce all the strategy training programs on StrategyTraining.com. The Strategy Engagement helps you the daily steps, actions, processes and considerations that go into developing a unique insight for a major company under tight time and intense scrutiny. You will get to see which data is used, why it was used, which data was discarded and why it was discarded. On a daily basis, you will see us use strategy considerations, engagement update reports, storyboards, analyses tools, strategy maps, client management and more, summarizing the best practices from ex-McKinsey, BCG et al., partners and our most successful clients, to help you solve your most pressing problems. The Strategy Engagement helps you learn the routine to solve strategy and business problems like a strategy partner. You will get to see the numerous contradictions, nuances and trade-offs that the highest-performing strategy thinkers face. You will learn how to make ethical and balanced decisions based on who is the client and who is not the client. The core of this book revolves around the daily guidance you get to see how the study is designed, planned, staffed, structured and run, all the way from focus interviews to day-in-the-life-of studies to financial analysis, financial modeling and case studies. The book is divided into weeks. Each week is split into days. Days are split into key activities and observations from the study. While we can't guarantee the results of each reader, clients who have used the book and FIRMSconsulting.com who have used the accompanying online training program consisting of 270+ videos on which the book is based report: Deeper insights, recognition, rapid promotions, deeper understanding of executives, happier teams, greater productivity, project success, superior assignments. The book takes you step by step, week by week and day by day through the process to receive a problem, frame the problem, structure the problem, assemble the team, manage the team and manage the client toward the solution. You get to go inside the mind of a strategy partner. This is the greatest benefit of this book. At times you will see references to additional resources that our most loyal members, FIRMSconsulting.com and SLIDES members, have access to should they need to dive deeper into a specific topic (e.g., competitive strategy, digital & IT strategy, implementation, problem-solving, etc.). Note: Due to the page number restrictions for print books, this book is split into two parts. You can read the rest of the engagement in Part 2.

Thoughtful Cases for Competitive Future Consultants

Succeeding as a Management Consultant

Population Control and Women's Rights in the Era of Climate Change

Case Interview Secrets

Ace Your Case!

Consulting on the Inside

Case in Point 10

Management Consulting in India

How can you take your skills and expertise and package and present it to become a successful consultant?

There are proven time-tested principles, strategies, tactics and best-practices the most successful consultants use to start, run and grow their consulting business. Consulting Success teaches you what they are. In this book you'll learn: - How to position yourself as a leading expert and authority in your marketplace - Effective marketing and branding materials that get the attention of your ideal clients - Strategies to increase your fees and earn more with every project - The proposal template that has generated millions of dollars in consulting engagements - How to develop a pipeline of business and attract ideal clients - Productivity secrets for consultants including how to get more done in one week than most people do in a month - And much, much more

Are you an internal consultant -- someone who is a permanent employee and staff member, yet serves in a consultative role within your organization? Then you need this hands-on, practical guidebook to help you better understand your role and improve your performance, whether you're a change agent, trusted advisor, or someone who serves in varying capacities. Just like an external consultant, it's important to design your job,

develop a formal agreement, and build your practice. Consulting on the Inside provides a solid background for internal consultants, and serves as a roadmap for cultivating a successful career.

The Secrets of Consulting--techniques, strategies, and first-hand experiences--all that you'll need to set up, run, and be successful at your own consulting business.

Cheng, a former McKinsey management consultant, reveals his proven, insider's method for acing the case interview.

Visual Consulting

Use on Your Next Startup, in an Existing Small Business, Or to Ace the Case Interview

Learn the skills used by the leading management consulting firms, such as McKinsey, BCG, et al.

The Consultant's Handbook

Case Interview Frameworks

Your Shortcut Guide to Mastering Consulting Interviews

Designing and Leading Change

To land a management consulting job at any of the top firms, including McKinsey, Bain, BCG, Deloitte, Oliver Wyman, and Accenture, you must get through several rounds of case interviews. Whether your interview is in a few weeks or even tomorrow, this book is written to get you the maximum amount of knowledge in the least amount of time. Think of this book as taking the express lane towards beginning to master consulting case interviews. I cut out all of the filler material that some other consulting books have, and tell you everything that you need to know in a clear and direct way. With this shortcut guide, you will: Understand and become proficient at the nine different parts of a case interview, and know exactly what to say and do in each step Learn the only framework strategy that you need to memorize to craft unique and tailored frameworks for every possible case scenario Gain knowledge of basic business terms and principles so that you can develop an astute business intuition Acquire the skills to solve any market sizing or other quantitative problem Uncover how to differentiate yourself from the thousands of other candidates who are fighting to get the same job you are Practice your case interview skills with included practice cases and sample answers

Management Consulting industry is growing rapidly in India. There is a strong need among consulting professionals for sharing cross-functional and emerging-sector experience. Case studies from business schools fulfill this need partly, but small and individual consultants need more access to experiential learning. This book is designed to fulfill this need as well as to serve as a core reading in the curriculum of business schools. Leading consultants from India share their experiences in these areas of Management Consulting: o Strategic Marketing, o International Marketing, o Brand Management, o Human Resource Development, o Executive Search, o Mergers and Acquisitions, o Project Finance, o E-Governance, o Corporate Governance, o Institution Building, and more. This book would also be useful as training material for individual and small consultants who come from varied backgrounds. Larger Indian as well as international corporations would also find these experiences helpful in getting assignments and in their actual implementation in the local Indian conditions.

In Case in Point: Crafting Your Consulting Career, Piekara distills information garnered over his years in the industry by sharing anecdotes, his own experiences, insights gained through hundred of informational interviews, and wisdom from nearly 20 consultants who have had to navigate countless critical decisions throughout their careers. This digestible, reader-friendly guide provides timeless lessons for consultants, no matter their career stage.

Game-changing tips and tricks to nail the case interview and launch your consulting career.

Management consultants Destin Whitehurst and Erin Robinson give you need-to-know techniques for polishing your poise and tightening your case interview skills. 20 Days to Ace the Case Interview preps you with the nuts and bolts of the case interview process with daily exercises, mock interviews, and industry know-how designed to help you ace your interview. Think of this book as your twenty-day intensive, management consulting boot camp, the perfect supplement to your arsenal of case interview lessons and material. With this guidebook, you will: Gain day-by-day structure: Daily case interview exercises progressively prep you Ask the right questions: Fundamental frameworks teach you exactly what to ask under pressure Learn from the pros: Review real-life stories from consulting experts Uncover unique strategies: Discover custom-developed case interview tips straight from the authors Go off script: Adapt what you've learned with our bonus case interview guides

Edge Strategy

Consulting Interviews

The Consulting Bible

On Infertile Ground

Master the Challenges That Make or Break All Leaders

Everything You Need to Know to Create and Expand a Seven-Figure Consulting Practice

Hacking the Case Interview

Practice and Experiences for Business Excellence

NEW EDITION, REVISED AND UPDATED In America, organizations spend \$175 billion in training initiatives and

more than \$500 billion in human resource solutions every year yet often have little to show for it. One reason is that people "jump to solutions" before they identify the causes of the problem. Performance consultants are effective because they partner with clients to clarify business goals and determine root causes for gaps between desired and current results. Only then are specific solutions agreed upon and implemented. This third edition of the classic book that introduced performance consulting adds a wealth of new material. There are new case examples throughout and four new chapters providing detailed steps for measuring results from performance consulting initiatives on five different levels, including ROI. The book includes a never-before-published Alignment and Measurement Model, allowing you to connect organizational needs and performance consulting initiatives designed to address those needs with the appropriate level of measurement. This remains a profoundly practical book, featuring tools, models, and checklists. It will enable you to make a difference in your organization that is valued, measurable, and sustainable.

Written for business leaders and consultants who are trying to solve significant problems and create measurable value. Readers can view the templates used in consulting studies and how they are used. All the foundational strategy and business analyses tools are taught along with the soft skills and practical tools to solve any business problem. This is the only book of its kind walking the reader step-by-step through a complete consulting study. This book follows an engagement team as they assist a large company in diagnosing and fixing deep and persistent organizational issues over an 8-week assignment. Readers will learn how they successfully navigate a challenging client environment, frame the problem and limit the scope, develop hypotheses, build the analyses and provide the final recommendations. We have placed the explanation of management consulting techniques within a lively and engaging storyline, which allows the reader to truly understand the challenges faced on consulting engagements, connect with the characters, and understand both how and why they debated elements of the study. It is written so that the reader may follow, understand, and replicate a strategic engagement using the same techniques used by the leading firms, such as McKinsey, Bain, and BCG. To make the story realistic and useful, we have worked with one client engagement throughout the book. Using different examples and different clients to explain concepts would have made it difficult for readers to see the data linkages and development of the final recommendations. The client and engagement are fictitious. The data presented are also fictitious, but they are based on actual consulting engagements and the experiences of the author and the contributing McKinsey, BCG, et. al. partners at FIRMSconsulting.com & StrategyTraining.com. RESERVE YOUR SPOT FOR FREE EPISODES FROM EX-MCK ET AL. PARTNERS AT FIRMSCONSULTING.COM/PROMO FREE EPISODE FROM THIS BOOKS COMPANION COURSE AT FIRMSCONSULTING.COM/SAAMC

Congratulations! You've been hired by a client to get something done. Presumably, you have some sort of expertise in the area, you have someone on your team who is knowledgeable, or you'll be hiring somebody who does. This book provides some of the lessons I've learned over my 35-year career about managing consulting projects. You will learn: * How to create a Statement of Work and what the SOW should include * How to control change * Controlling the chaos of a project * What to do about the micromanaging client * How to handle meetings * How to communicate with your client * What to do when it all goes south

Case Closed is an award-winning, detailed guide to acing the consulting interview. Other consulting prep materials are written by those who have been out of the industry for decades. Case Closed is the only guide written by former McKinsey consultants and interviewers who have been intimately involved in the interview process in the last 2 years. This authoritative resource covers some never-covered-before topics, including: How to write your resume to attract the attention of resume-graders and recruiters at McKinsey, Bain, and BCG Why the "personal experience" (fit) interview matters, what interviewers are probing for, and what types of experiences to prep How the interviewers evaluate your case performance: what matters, and what doesn't How to tackle non-traditional cases that interviewers may throw at you, which no canned framework from the typical case interview books can help with How to prep if you have 60 days, 30 days, or just 2 weeks before your expected first interview How to hack both in-person interactions and video interview interactions, in a time of COVID-19 The surprisingly good - and surprisingly bad - questions to ask your interviewer during Q&A How to master innovative, universally-adaptable case interview frameworks. Any candidate can regurgitate the frameworks from Case In Point or Case Interview Secrets; nothing there will "wow" an interviewer Countless example cases spanning profitability, new market entry, new product / growth, pricing, M&A, and even non-traditional archetypes Whether you are a current undergrad or MBA looking for an internship or full-time role, or an experienced professional, Case Closed is an investment into your professional future. Stand out from the pack with the latest, cutting-edge secrets to wow your consulting case interviewers. Sean Huang's former proteges span undergraduates, MBAs, advanced degree holders, and experienced hires. These students have landed job offers at top consulting firms, including McKinsey, BCG, and Bain; many have also used the structured thinking he has taught them to land roles at Goldman Sachs IBD, Google BizOps & Strategy, as well as at Fortune 500 strategy groups. "Case Closed has been a lifesaver. It truly contains everything you need to know to ace your consulting interviews and Sean explains things in a clear manner that is easy to understand. After studying Case Closed, I landed my dream job at McKinsey and I've raved about this book to all my friends."-McKinsey New York full time offer, Wharton MBA "I used to be intimidated by the notorious consulting case interviews. For anyone looking to get a job offer to a top consulting firm, Case Closed is honestly the best interview prep book (and I've read all of them). The case interviews in Case Closed were by far the best and most

similar to the cases I got in the actual interviews." -Bain San Francisco internship offer, UC Berkeley Haas (undergraduate) "In my panic, I read all of the case interview frameworks from different case prep books. And that ended up confusing me more because there were so many frameworks but no easy way to remember when to use what. Case Closed walks you through the interview process in such a great way that I started loving case interviews and landed the job." -BCG Boston full time offer, University of Virginia (undergraduate)

The Secrets of Consulting

A Guide to Giving & Getting Advice Successfully

Make Money, Get Your Project Done on Time, and Get Referred Again and Again

HBR's 10 Must Reads

The Pyramid Principle

Consulting Frameworks

The Strategy Journal

Consulting Essentials: The Art and Science of People, Facts, and Frameworks

Are you missing opportunities for growth that are right in front of you? In today's volatile economic environment, filled with uncertainty and sudden change, the forces pushing you to stay focused on the core business are extremely powerful. Profiting from the core is crucial, but the danger is that overfocus on the core can blind companies. Scanning the horizon for new markets and new products can also be tempting, but risky. Fixating too much on either strategy can cause you to miss the substantial opportunities for growth that are often hidden in plain sight, at the edge of the core business. In this insightful yet practical book, strategy experts Alan Lewis and Dan McKone articulate a mindset that helps leaders recognize and capitalize on these opportunities. The Edge Strategy framework challenges how the boundaries of your existing products and services map to your customers' views of the world and then provides three different lenses through which you can see and leverage value: • Product edge. How to capture incremental profits and other benefits by slightly altering the elements and composition of a core offering • Journey edge. How to create and capture extra value by adjusting your role in supporting the customer's journey to and through your offering • Enterprise edge. How to unlock additional value from resources and capabilities that support your core offering by applying them in a different context, for a different offering or different set of customers With engaging examples across many industries, Lewis and McKone coach you on how to identify and assess each of the different "edges" and then provide concrete insights and advice on applying edge strategy and tactics to use in specific business contexts. The book concludes with a ten-step process to help executives and managers find and leverage the edges in their own companies. Edge Strategy is the concise, hands-on guide for growing your business by getting more yield from assets already in place, relationships already established, and investments already made.

The proven, effective strategy for reinventing your business in the age of ever-present disruption Disruption by digital technologies? That's not a new story. But what is new is the "wise pivot," a replicable strategy for harnessing disruption to survive, grow, and be relevant to the future. It's a strategy for perpetual reinvention across the old, now, and new elements of any business. Rapid recent advances in technology are forcing leaders in every business to rethink long-held beliefs about how to adapt to emerging technologies and new markets. What has become abundantly clear: in the digital age, conventional wisdom about business transformation no longer works, if it ever did. Based on Accenture's own experience of reinventing itself in the face of disruption, the company's real world client work, and a rigorous two-year study of thousands of businesses across 30 industries, Pivot to the Future reveals methodical and bold moves for finding and releasing new sources of trapped value-unlocked by bridging the gap between what is technologically possible and how technologies are being used. The freed value enables companies to simultaneously reinvent their legacy, and current and new businesses. Pivot to the Future is for leaders who seek to turn the existential threats of today and tomorrow into sustainable growth, with the courage to understand that a wise pivot strategy is not a one-time event, but a commitment to a future of perpetual reinvention, where one pivot is followed by the next and the next.

Consulting frameworks are what consultants use to frame a problem as well as its solution. Consulting is a specialty of problem solving, and these frameworks act as shortcuts to problem solving. It doesn't mean that they are exclusive to consulting! anyone can learn them to help improve their problem solving skills! For the ones interested in joining consulting, practicing 1000 cases doesn't help if you don't use a framework consistently. Therefore a better approach for preparation is to understand and memorize the frameworks followed by a few cases only to store the framework in your long-term memory. Many applicants practice cases for months and then are surprised that the cases during the interview are not similar. I don't need to belabor this point too much--you get it. Learn how to think with frameworks rather than brute force your way through an unhealthy amount of cases. If you want practice cases, most if not all consulting firms offer their own cases online and for free. Those are more than enough to practice. The Concise Reads Business Success series is a collection of short reading material that highlights important concepts in business education that every student, business owner, and entrepreneur should know from accounting and incorporating, to building a robust business plan and managing operations. We hope you enjoy Peter's easy to read explanations. The affordable pricing makes this series available to anyone willing to learn and the concise aspect makes it so it does not take more than a single day to learn or a single weekend to master. Good luck and please review the book when you're done so that others could see the value derived from this affordable series. Thank you for your interest and happy concise reading!

A critique of population control narratives reproduced by international development actors in the 21st century Since the turn of the millennium, American media, scientists, and environmental activists have insisted that the global population crisis is "back"—and that the only way to avoid catastrophic climate change is to ensure women's universal access to contraception. Did the population problem ever disappear? What is bringing it back—and why now? In On Infertile Ground, Jade S. Sasser explores how a small network of international development actors, including private donors, NGO program managers, scientists, and youth advocates, is bringing population back to the center of public environmental debate. While these narratives never disappeared, Sasser argues, histories of human rights abuses, racism, and a conservative backlash against abortion in the 1980s drove them underground—until now. Using interviews and case studies from a wide range of sites—from Silicon Valley foundation headquarters to youth advocacy trainings, the halls of Congress and an international climate change conference—Sasser demonstrates how population growth has been reframed as an urgent source of climate crisis and a unique opportunity to support women's sexual and reproductive health and rights. Although well-intentioned—promoting positive action, women's empowerment, and moral accountability to a global community—these groups also perpetuate the same myths about the sexuality and lack of virtue and control of women and the people of global south that have been debunked for decades. Unless the development community recognizes the pervasive repackaging of failed narratives, Sasser argues, true change and development progress will not be possible. On Infertile Ground presents a unique critique of international development that blends the study of feminism, environmentalism, and activism in a groundbreaking way. It will make any development professional take a second look at the ideals driving their work.

How to Get Into the Top Consulting Firms

Pivot to the Future

Performance Consulting

The CEO Test

The Consulting Interview Bible

Top Secrets from Former McKinsey Consultants & Interviewers to Getting Consulting Job Offers

A Surefire Case Interview Method

Learn the Skills Used by the Leading Management Consulting Firms, Such As Mckinsey, BCG, Et Al

Professional career guide from the Vault Career Library providing detailed case-by-case explanations of the consulting interview and strategies for cracking it.

Solving complex problems and selling their solutions is critical for personal and organizational success. For most of us, however, it doesn't come naturally and we haven't been taught how to do it well. Research shows a host of pitfalls trips us up when we try: We're quick to believe we understand a situation and jump to a flawed solution. We seek to confirm our hypotheses and ignore conflicting evidence. We view challenges incompletely through the frameworks we know instead of with a fresh pair of eyes. And when we communicate our recommendations, we forget our reasoning isn't obvious to our audience. How can we do it better? In Cracked It!, seasoned strategy professors and consultants Bernard Garrette, Corey Phelps and Olivier Sibony present a rigorous and practical four-step approach to overcome these pitfalls. Building on tried-and-tested (but rarely revealed) methods of top strategy consultants, research in cognitive psychology, and the latest advances in design thinking, they provide a step-by-step process and toolkit that will help readers tackle any challenging business problem. Using compelling stories and detailed case examples, the authors guide readers through each step in the process: from how to state, structure and then solve problems to how to sell the solutions. Written in an engaging style by a trio of experts with decades of experience researching, teaching and consulting on complex business problems, this book will be an indispensable manual for anyone interested in creating value by helping their organizations crack the problems that matter most.

Everything you need to know about building a successful, world-class consulting practice Whether you are a veteran consultant or new to the industry, an entrepreneur or the principal of a small firm, The Consulting Bible tells you absolutely everything you need to know to create and expand a seven-figure independent or boutique consulting practice. Expert author Alan Weiss, who coaches consultants globally and has written more books on solo consulting than anyone in history, shares his expertise comprehensively. Learn and appreciate the origins and evolution of the consulting profession Launch your practice or firm and propel it to top performance Implement your consulting strategies in public and private organizations, large or small, global or domestic Select from the widest variety of consulting methodologies Achieve lasting success in your professional career and personal goals The author is recognized as "one of the most highly regarded independent consultants in America" by the New York Post and "a worldwide expert in executive education" by Success Magazine Whether you're just starting out or looking for the latest trends in modern practice, The Consulting Bible gives you an unparalleled toolset to build a thriving consultancy.

Consulting Frameworks Use on Your Next Startup, in an Existing Small Business, Or to Ace the Case Interview Createspace Independent Publishing Platform

Delivering Happiness

The Strategy Engagement. Part 1

The Ultimate Prep Guide for Consulting Interviews

The McKinsey Way

A Path to Profits, Passion, and Purpose

A Practical Guide for Internal Consultants

A Strategic Process to Improve, Measure, and Sustain Organizational Results

The #1 Guide for Structuring Your Consulting Case Interview

#1 NEW YORK TIMES AND WALL STREET JOURNAL BESTSELLER Pay brand-new employees \$2,000 to quit Make customer service the responsibility of the entire company-not just a department Focus on company culture as the #1 priority Apply research from the science of happiness to running a business Help employees grow-both personally and professionally Seek to change the world Oh, and make money too . . . Sound crazy? It's all standard operating procedure at Zappos, the online retailer that's doing over \$1 billion in gross merchandise sales annually. After debuting as the highest-ranking newcomer in Fortune magazine's annual "Best Companies to Work For" list in 2009, Zappos was acquired by Amazon in a deal valued at over \$1.2 billion on the day of closing. In DELIVERING HAPPINESS, Zappos CEO Tony Hsieh shares the different lessons he has learned in business and life, from starting a worm farm to running a pizza business, through LinkExchange, Zappos, and more. Fast-paced and down-to-earth, DELIVERING HAPPINESS shows how a very different kind of corporate culture is a powerful model for achieving success-and how by concentrating on the happiness of those around you, you can dramatically increase your own. To learn more about the book, go to www.deliveringhappinessbook.com.

"If more business books were as useful, concise, and just plain fun to read as THE MCKINSEY WAY, the business world would be a better place." --Julie Bick, best-selling author of ALL I REALLY NEED TO KNOW IN BUSINESS I LEARNED AT MICROSOFT. "Enlivened by witty anecdotes, THE MCKINSEY WAY contains valuable lessons on widely diverse topics such as marketing, interviewing, team-building, and brainstorming." --Paul H. Zipkin, Vice-Dean, The Fuqua School of Business It's been called "a breeding ground for gurus." McKinsey & Company is the gold-standard consulting firm whose alumni include titans such as "In Search of Excellence" author Tom Peters, Harvey Golub of American Express, and Japan's Kenichi Ohmae. When Fortune 100 corporations are stymied, it's the "McKinsey-ites" whom they call for help. In THE MCKINSEY WAY, former McKinsey associate Ethan Rasiellifts the veil to show you how the secretive McKinsey works its magic, and helps

you emulate the firm's well-honed practices in problem solving, communication, and management. He shows you how McKinsey-ites think about business problems and how they work at solving them, explaining the way McKinsey approaches every aspect of a task: How McKinsey recruits and molds its elite consultants; How to "sell without selling"; How to use facts, not fear them; Techniques to jump-start research and make brainstorming more productive; How to build and keep a team at the top its game; Powerful presentation methods, including the famous waterfall chart, rarely seen outside McKinsey; How to get ultimate "buy-in" to your findings; Survival tips for working in high-pressure organizations. Both a behind-the-scenes look at one of the most admired and secretive companies in the business world and a toolkit of problem-solving techniques without peer, THE MCKINSEY WAY is fascinating reading that empowers every business decision maker to become a better strategic player in any organization.

Are you ready to lead? Will you pass the test? Despite all the effort through the years to understand what it takes to be an effective leader, the challenges of leadership remain enormously difficult and elusive; even today, most CEOs don't last five years in the job. The demands to deliver at a consistently high level can be unforgiving. The loneliness. The weight of responsibility. The relentless second-guessing and criticism. The pressure to build all-star teams. The 24/7 schedule that requires superhuman stamina. The tough decisions that often leave no one happy. The expectation to always have the right answer when it can be hard just to know the right question. These challenges are brought into their highest and sharpest relief in the corner office, but they are hardly unique to chief executives. All leaders face their own version of these tests, and the authors draw on the distilled wisdom, stories, and lessons from hundreds of chief executives to show how every aspiring leader can master these challenges and lead like a CEO. These foundational leadership skills will make all aspiring executives more effective in their roles today and lift the trajectory of their careers. The CEO Test is the authoritative, no-nonsense insider's guide to navigating leadership's toughest challenges, brought to you by authors uniquely qualified to tell the stories. Adam Bryant has conducted in-depth interviews with more than 600 CEOs. Kevin Sharer spent more than two decades as president and then CEO of Amgen, where he led its expansion from \$1 billion in annual revenues to nearly \$16 billion. He has served on many boards and is a sought-after mentor for CEOs of global companies. Leadership is getting harder as the speed of disruption across all industries accelerates. The CEO Test will better prepare you to succeed, whether you're a CEO or just setting out to become one.

Case Master is a curated collection of thoughtful practice cases for consulting which will enable you to get a competitive edge for your upcoming case interviews. Case Master cases are all made to the highest standard and are custom-designed for optimal preparation and achieving mastery of all the core skills for case interviews: analysis, synthesis, calculation, estimation, and creativity. Maximizing the breadth and depth of your learning, Case Master is the only resource to offer concept-driven cases, challenging blindspots, "guesstimateable" axis variables, customizable case difficulty, and handy case kits for partner practice. Alone or with a practice partner, with Case Master you will scrutinize all fundamental case types (profit-and-loss, sales growth, market entry, investment, and counter-competition) and you will learn: 1 set of universal business categories applicable to any consulting case, 2 meanings of "positioning" and 3 meanings of "push vs. pull," 4 types of economic inputs and outputs, 10 trending concepts to expand your problem-solving toolkit, 40 essential business metrics and terms, and much more at Case Master Club online. Whether you are a graduate student or an experienced professional seeking to break into strategy consulting, Case Master will be an investment into your professional future and will help you develop higher levels of both competence and confidence. Go beyond the resources that competing contenders already know and dare to become a Case Master. A Practical Guide to Delivering High-value and Differentiated Services in a Competitive Marketplace

A Former McKinsey Interviewer Reveals how to Get Multiple Job Offers in Consulting Management Consulting

Case Master

A New Mindset for Profitable Growth

How to Choose and Execute the Right Approach

: Crafting Your Consulting Career

Case Interview

How do you become a world-class consultant?

Widely recognized as a key reference work on the practice of consulting, this guide offers an extensive introduction to professional consulting, its nature, methods, organizational principles, behavioral rules, and training and development practices. Today's information- and knowledge-based economy is constantly creating new opportunities and challenges for consultants. This new edition of Management Consulting actively reflects and confronts these developments and changes. New topics covered in this edition include: e-business consulting consulting in knowledge management total quality management corporate governance social role and responsibility of business company transformation and renewal public administration This book serves as a useful and inspiring tool for individuals and organizations wishing to improve their consulting activities. Praise for the previous edition: "A wealth of information about the nature and purpose of management consulting, consulting in various areas and the management of a consulting firm. It should help practitioners, entrants to the profession and business people wishing to use

consultants more effectively."--Financial Times

Visualization—in your own imagination, on the wall, and with media—supports any consultant who is learning to design and facilitate transformational change, leadership development, stakeholder involvement processes, and making sense of complex challenges. This book, from leaders in the field, shows you how. Building on Peter Block's Flawless Consulting, it explains how to visually contract and scope work, gather data, provide feedback, plan interventions, implement, and support on-going sustainability in organizational and community settings. Unlike Block's work, Visual Consulting addresses the challenging problems of guiding organizational and social change processes that involve multiple levels and types of stakeholders, with interests in both local and global environments. It demonstrates how visualization and design thinking can be used to get more creative and productive results that are "owned" by everyone. The practices described apply to organizational as well as diverse, cross-boundary consulting projects. In this book, you will. . . Learn powerful visual tools for all key stages of the consulting process, including marketing your services Understand the predictable challenges of change and how to successfully guide organizations and communities through them Learn how to collaborate with clients to get sustainable results Find tools for using visualization comprehensively, for both inner and outer work Successfully guide change in both organizations and communities The fourth installment in the Visual Facilitation series, this book teaches you how to activate the full range of visual tools, methods, and models to support stepping into successful, contemporary consulting relationships.

You need to solve a critical business problem. What if you had one tool that you could carry into meetings and write inside that guided you step-by-step to understand the problem, develop a structure, develop hypotheses, design the tests for the hypotheses, track your daily and weekly tasks, plan the message for your team and manager, manage the project, guide you through critical update meetings, calculate the benefits case to convince your colleagues and start the pilot implementation of your recommendations? Now you do. The Strategy Journal is the field guide to our popular book Succeeding as a Management Consultant. This Journal helps readers walk into any situation in any organization anywhere in the world and solve their most pressing business problems via to-do list prompts, self-assessments and strategy calendars. All based on the combined best-practices of the author and the ex-McKinsey, BCG et al. partners who produce all the strategy training programs on StrategyTraining.com. On StrategyTraining.com / FIRMSconsulting.com you have seen us over the last 10 years help numerous clients solve complex business problems: restructure a utility, merge tech giants, help a bank enter the US Market, rebuild an innovation division, build an electric car business, build a luxury brands business, build a mining company and more. The Strategy Journal was used by many of our very successful clients and summarizes the approach we used to help them increase their productivity, transform their careers, set daunting career goals, outperform peers and measure the value they create. Through daily and weekly prompts, to-do list guides, client reminders, end-of-day scorecards, templates, completed examples, checklists and reminders, the Journal takes the best practices from ex-McKinsey, BCG et al., partners and our most successful clients, to help you solve mankind's most pressing problems. The Journal helps you learn the routine to solve strategy and business problems like a partner. As you follow the guide, you will learn the habits of the highest-performing strategy thinkers. The Journal teaches you how to be a balanced and successful professional with a strong ethical compass. The heart of this Journal revolves around the pages to plan your study: from clarifying the problem statement all the way to developing the presentation and quantifying the benefits case in \$. The Journal is divided into 3 parts: Overview, Guided Example, and Your Study. The OVERVIEW offers you a 1-page guide to the entire process we will use to create a highly customized solution for your client. In the GUIDED EXAMPLE, we will work together through a study/project to show you how each page will be used. Thereafter, we create daily/weekly templates and guides for you to use on YOUR STUDY. Clients who have used the Journal report: A sense of purpose Rapid promotions Career fulfillment Happier colleagues Improved skills Increased productivity Increased focus Client success THERE ARE 16 TYPES OF PAGES IN THIS WORKBOOK: Project Logic and Overview Decision-Tree of Options Hypotheses & Hypotheses Tests Storyboarding Charter Timeline Project Update Report Focus Interviews Executive Update Guide Financial Analyses Benchmarks Case Studies Project Checklist Opportunity Chart Benefits Chart Daily Pages The Journal summarizes the most important things you need to do and eliminates all the noise from the process. The greatest value of a Journal is that you write in them. They are not typically published in digital format. We published the digital edition of The Strategy Journal for those clients who found great value in having a reference version with them at all times. The digital format is therefore best purchased along with the print version. The digital format is not intended to be a substitute for the print format.

The Proven Guide to Start, Run and Grow a Successful Consulting Business

Consulting Success

A Guide to the Profession

The Essentials

Strategy. Part 2

Discovering Value and Creating Growth in a Disrupted World

Cracked it!

Case in Point

Change is the one constant in business, and we must adapt or face obsolescence. Yet certain challenges never go away. That's what makes this book "must read." These are the 10 seminal articles by management's most influential experts, on topics of perennial concern to ambitious managers and leaders hungry for inspiration--and ready to run with big ideas to accelerate their own and their companies' success. If you read nothing else - full stop - read: Michael Porter on creating competitive advantage and distinguishing your company from rivals John Kotter on leading change through eight critical stages Daniel Goleman on using emotional intelligence to maximize performance Peter Drucker on managing your career by evaluating your own strengths and

weaknesses Clay Christensen on orchestrating innovation within established organizations Tom Davenport on using analytics to determine how to keep your customers loyal Robert Kaplan and David Norton on measuring your company's strategy with the Balanced Scorecard Rosabeth Moss Kanter on avoiding common mistakes when pushing innovation forward Ted Levitt on understanding who your customers are and what they really want C. K. Prahalad and Gary Hamel on identifying the unique, integrated systems that support your strategy

"Do you need to produce clear reports, papers, analyses, presentations and memos? If so, you need The Pyramid Principle. Communicating your ideas concisely and articulately to clients, colleagues or to the management board is a key factor in determining your personal business success. To gain the maximum effect you need to make maximum impact with your ideas upfront."

"Applying the Pyramid Principle means you will save valuable time in writing and waste no time in getting your message across to your audience, making sure they grasp your meaning at once."--BOOK JACKET.

Delivers the essential practical skills needed to consult and make sharp, well prepared interactions in a wide range of business situations This comprehensive handbook covers the fundamental skills and attitudes required by successful consultants from novice to practitioner level, irrespective of their specialist area. It untangles the key variables present in any consulting service and introduces practical ways to improve their effectiveness based upon the author's experience of helping consulting organisations to develop and excel in the marketplace. The book explores consulting 'from the ground up' steering away from theory and focusing instead on practical application, providing a solid platform upon which to build further domain-specific competence. The Consultant's Handbook provides: An understanding of the key variables that can be addressed in order to improve one's own consulting performance A set of simple practices that can be implemented with immediate benefit to the reader Practical insight into day-to-day real life consulting interactions Confidence to implement the new ideas and approaches

You think you have a winning strategy. But do you? Executives are bombarded with bestselling ideas and best practices for achieving competitive advantage, but many of these ideas and practices contradict each other. Should you aim to be big or fast? Should you create a blue ocean, be adaptive, play to win—or forget about a sustainable competitive advantage altogether? In a business environment that is changing faster and becoming more uncertain and complex almost by the day, it's never been more important—or more difficult—to choose the right approach to strategy. In this book, The Boston Consulting Group's Martin Reeves, Knut Haanæs, and Janmejaya Sinha offer a proven method to determine the strategy approach that is best for your company. They start by helping you assess your business environment—how unpredictable it is, how much power you have to change it, and how harsh it is—a critical component of getting strategy right. They show how existing strategy approaches sort into five categories—Be Big, Be Fast, Be First, Be the Orchestrator, or simply Be Viable—depending on the extent of predictability, malleability, and harshness. In-depth explanations of each of these approaches will provide critical insight to help you match your approach to strategy to your environment, determine when and how to execute each one, and avoid a potentially fatal mismatch. Addressing your most pressing strategic challenges, you'll be able to answer questions such as: • What replaces planning when the annual cycle is obsolete? • When can we—and when should we—shape the game to our advantage? • How do we simultaneously implement different strategic approaches for different business units? • How do we manage the inherent contradictions in formulating and executing different strategies across multiple businesses and geographies? Until now, no book brings it all together and offers a practical tool for understanding which strategic approach to apply. Get started today.

Occupational Outlook Handbook

Vault Guide to the Case Interview

Logic in Writing and Thinking

How to solve big problems and sell solutions like top strategy consultants

Your Strategy Needs a Strategy

How to Manage a Consulting Project

Case Closed

Complete Case Interview Preparation