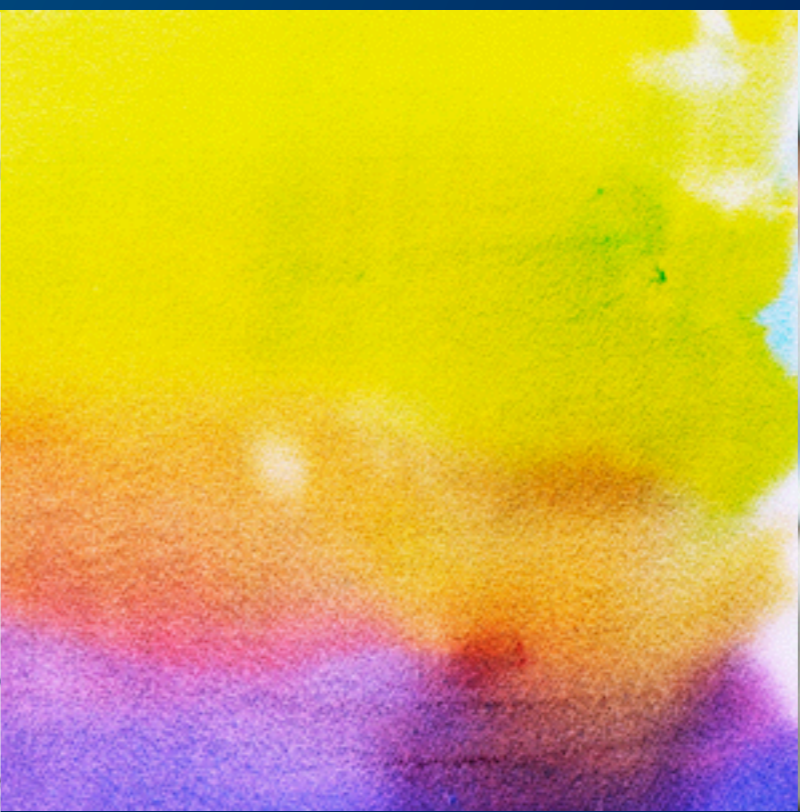




McKinsey & Company | McKinsey Academy

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?



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**.

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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

McKinsey Academy helps organizations thrive by accelerating their talent advantage

DISTINCTIVE FEATURES: ADAPTIVE LEARNING MECHANICS
Rich learning experience incorporates ground-breaking techniques in adaptive learning and gamification.

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

DISTINCTIVE FEATURES: 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 OFFERS
Introducing the McKinsey Management Program

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

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MCKINSEY MANAGEMENT PROGRAM: Business Strategy

PROFICIENCY: 85
cohort average = 70

PROGRESS: 71%
cohort average = 68%

ENGAGEMENT: 12
cohort average = 20 points

LESSONS:

- LESSON 1: Introduction to strategy**
est. time 60 min
85% complete
- LESSON 2: Ten Timeless Tests**
est. time 85 min
87% complete
- LESSON 3: The Strategy Method**
est. time 40 min
Completed
- LESSON 4: Building block: Diagnose**
est. time 40 min
45% complete

DISCOVER:

ARTICLES

- The case for behavioral strategy
Dan Levally and Olivier Sibony
- Hidden flaws in strategy
Charles Kieburg
- Just-in-time strategy for a turbulent world
Lowell L. Bryan

INFOGRAPHIC

WHY IS STRATEGIC PLANNING?

VIDEOS

- Why business can be good at solving social problems
Michael Porter
- Listen, learn ... then lead
Stanley McChrystal
- Choice, happiness and spaghetti sauce
Malcom Gladwell

ON TWITTER

McKinsey @McKinsey
"Digital is fundamentally shifting the competitive landscape" on #winners + #losers
@WilliamPaul
http://youtu.be/qeYFvaA9tI
#McKDigital

“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



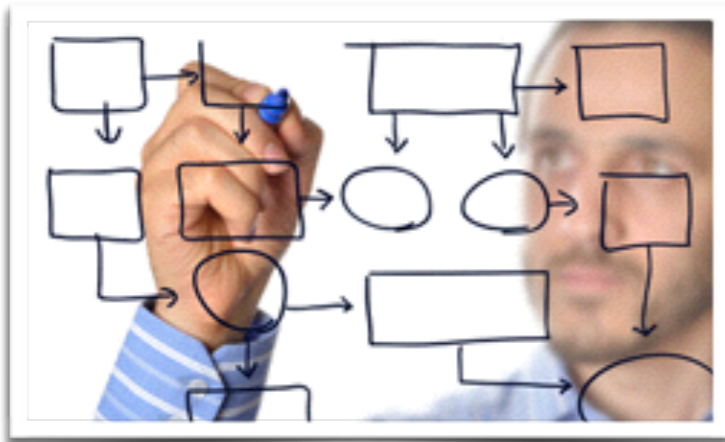
What is McKinsey Academy?

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



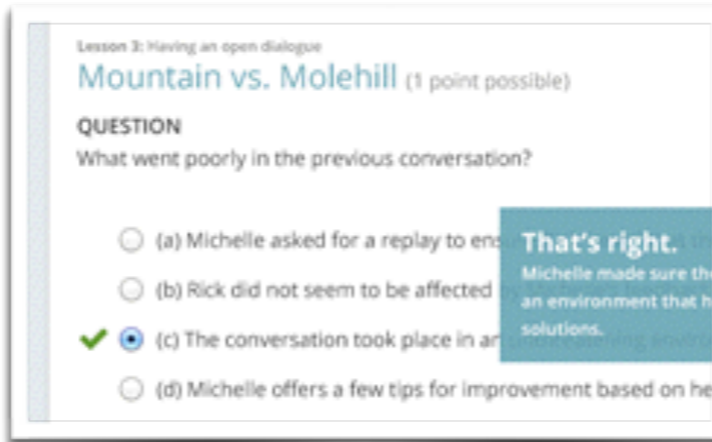
McKinsey TA Guidance

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



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

A dark blue background featuring a faint, dotted world map. The dots are arranged in a grid pattern, with some dots missing to form the outlines of continents. The text is centered in the middle of the page.

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

A world map composed of small blue dots on a dark blue background. The dots are arranged in a grid pattern that follows the outline of the continents, creating a pixelated or halftone effect. The map is centered on the Atlantic Ocean.

Demo



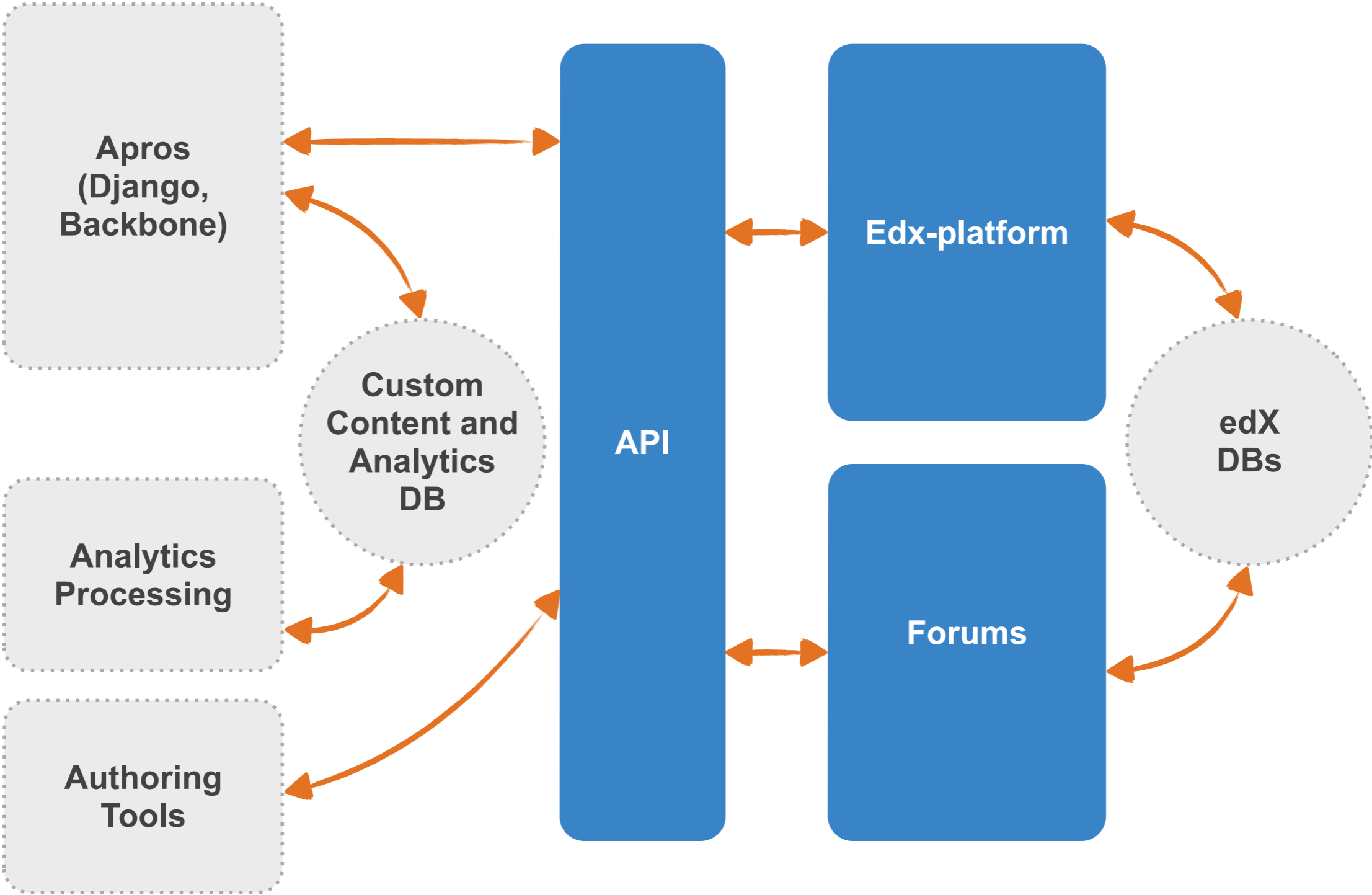
How McKinsey Academy Was Built

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.

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MCKINSEY MANAGEMENT PROGRAM Business Strategy

Lesson 3: Having an open dialogue
Title of Module

In this lesson you heard about the importance of feedback, training, mentorship and sponsorship, and connections. These elements are important at all levels, but particularly at entry level where people have the most room to grow.

POLL
Reflect on resources that were helpful to you when you were at entry level. Of the 4 elements below, which has been the most important to advancing either within your company or in your career in general?

<input type="radio"/>	Feedback (formal and informal)	48%
<input checked="" type="radio"/>	Training	30%
<input type="radio"/>	Mentorship and sponsorship	22%
<input type="radio"/>	Connections/network	0%

Submit

Results based on 52 respondents.

FEEDBACK
Additional detail could be provided here about the general tendencies of a larger market segment outside the cohort to feel one way or the other, and could potentially reference other items to consider as the user thinks about feedback.

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MCKINSEY MANAGEMENT PROGRAM Business Strategy

Lesson 3: Having an open dialogue
Title of Module

Before you begin this journey, it is important that you know your company's starting point. Reflect on the following 10 statements about gender diversity at your company and indicate whether you agree, disagree, or don't know.

Note: If you aren't sure about some of the statements below, that's fine. This serves as a starting point for you to understand the state of gender diversity at your company. You're encouraged to seek out the answers as we move along in the course.

POLL

	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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

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 displays the McKinsey Academy user interface. At the top, the navigation bar includes 'McKinsey&Company | McKinsey Academy' and links for 'ABOUT', 'PROGRAMS', 'EXPERIENCE', and 'CONTACT'. The user's name 'jennifergormley' is visible in the top right corner. The main content area shows a 'Business Strategy' course with a proficiency score of 6 (cohort average 5) and a progress bar at 18%. A notifications panel is overlaid on the right side, titled 'Notifications' with options to 'View unread', 'View all', and 'Mark as read'. The panel lists several notifications:

- September 23, 2014**
 - Welcome to McKinsey Academy**: We will begin with Lessons 1 and 2 of the course. Please complete...
 - Introduction: Evaluations due today**
 - Scheduling**: vishalghandi responded: I can meet later this week if you have time on Friday...
- September 21, 2014**
 - vishalghandi andyparsons, and 12 others** responded to your post **Team meetups**
 - Your post **Best Practices for Innovation** was followed 10 times
 - New Content**: We will begin with Lessons 1 and 2 of the course. Please complete...
 - Ten Timeless: Upload(s) due today**

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!

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