

IS IT HARD TO BE A BUSINESS ANALYST AT MCKINSEY

IS IT HARD TO BE A BUSINESS ANALYST AT MCKINSEY? A DEEP DIVE INTO THE REALITY

BECOMING A MCKINSEY BUSINESS ANALYST (MBA) IS A COVETED GOAL FOR MANY ASPIRING CONSULTANTS. THE FIRM'S PRESTIGE AND REPUTATION ATTRACT TOP TALENT GLOBALLY, LEADING TO A HIGHLY COMPETITIVE APPLICATION PROCESS. BUT BEYOND THE GLAMOROUS IMAGE, THE REALITY OF WORKING AS A MCKINSEY BA IS DEMANDING AND COMPLEX. THIS ARTICLE DELVES INTO THE CHALLENGES AND REWARDS, PROVIDING A REALISTIC PERSPECTIVE ON WHETHER IT'S "HARD" TO BE A MCKINSEY BA AND WHAT IT TAKES TO SUCCEED.

ARTICLE OUTLINE:

- I. THE RIGOROUS SELECTION PROCESS: EXAMINING THE DEMANDING APPLICATION PROCESS AND WHAT MAKES IT SO COMPETITIVE.
- II. THE INTENSE WORKLOAD AND LONG HOURS: A REALISTIC LOOK AT THE TIME COMMITMENT AND PRESSURE ASSOCIATED WITH THE ROLE.
- III. THE STEEP LEARNING CURVE: UNDERSTANDING THE RAPID SKILL ACQUISITION AND KNOWLEDGE DEVELOPMENT REQUIRED.
- IV. THE ANALYTICAL AND PROBLEM-SOLVING SKILLS: EXPLORING THE HIGH-LEVEL ANALYTICAL AND PROBLEM-SOLVING CAPABILITIES DEMANDED.
- V. THE CLIENT INTERACTION AND COMMUNICATION SKILLS: HIGHLIGHTING THE CRUCIAL ROLE OF CLIENT MANAGEMENT AND COMMUNICATION.
- VI. THE REWARDS AND OPPORTUNITIES: BALANCING THE CHALLENGES WITH THE POTENTIAL CAREER PROGRESSION AND PERSONAL GROWTH.
- VII. IS IT WORTH THE DIFFICULTY?: WEIGHING THE PROS AND CONS FOR POTENTIAL CANDIDATES.

I. THE RIGOROUS SELECTION PROCESS: NAVIGATING THE MCKINSEY APPLICATION MAZE

MCKINSEY'S RECRUITMENT PROCESS IS NOTORIOUSLY SELECTIVE.

THE APPLICATION TYPICALLY INVOLVES MULTIPLE ROUNDS OF RIGOROUS INTERVIEWS, PSYCHOMETRIC ASSESSMENTS, AND CASE STUDIES DESIGNED TO EVALUATE PROBLEM-SOLVING SKILLS, ANALYTICAL ABILITIES, AND LEADERSHIP POTENTIAL. COMPETITION IS FIERCE, WITH THOUSANDS OF APPLICANTS VYING FOR A LIMITED NUMBER OF POSITIONS.

THE CASE INTERVIEW IS A CRUCIAL COMPONENT.

THIS INVOLVES ANALYZING COMPLEX BUSINESS PROBLEMS UNDER TIME PRESSURE, REQUIRING QUICK THINKING, STRUCTURED PROBLEM-SOLVING, AND CLEAR COMMUNICATION OF YOUR APPROACH AND CONCLUSIONS.

PREPARATION IS KEY TO SUCCESS.

CANDIDATES NEED TO DEDICATE SIGNIFICANT TIME TO PREPARATION, PRACTICING CASE STUDIES, HONING THEIR ANALYTICAL SKILLS, AND REFINING THEIR INTERVIEWING TECHNIQUES.

II. THE INTENSE WORKLOAD AND LONG HOURS: THE REALITY OF CONSULTING LIFE

EXPECT A DEMANDING WORKLOAD.

McKinsey BAs often work long hours, frequently exceeding 60 hours per week, particularly during project peak periods. This requires significant dedication and the ability to manage time effectively.

TRAVEL IS A SIGNIFICANT ASPECT OF THE JOB.

BAs frequently travel to client sites, often requiring extended stays away from home. This necessitates adaptability and the ability to thrive in diverse environments.

MAINTAINING A HEALTHY WORK-LIFE BALANCE CAN BE CHALLENGING.

The demanding nature of the work can make it difficult to maintain a healthy work-life balance, requiring careful planning and prioritization.

III. THE STEEP LEARNING CURVE: RAPID SKILL ACQUISITION AND KNOWLEDGE DEVELOPMENT

McKINSEY PROVIDES EXTENSIVE TRAINING.

The firm invests heavily in training its BAs, providing opportunities to develop a wide range of skills, from analytical techniques to presentation skills and client management.

RAPID LEARNING IS CRUCIAL.

BAs are expected to quickly learn new industries, business models, and analytical tools, often on the job.

CONTINUOUS LEARNING IS ESSENTIAL FOR LONG-TERM SUCCESS.

The consulting landscape is constantly evolving, requiring BAs to continuously update their skills and knowledge to remain competitive.

IV. THE ANALYTICAL AND PROBLEM-SOLVING SKILLS: A FOUNDATION FOR SUCCESS

STRONG ANALYTICAL SKILLS ARE PARAMOUNT.

BAs must be adept at analyzing large datasets, identifying key trends, and drawing meaningful conclusions.

STRUCTURED PROBLEM-SOLVING IS ESSENTIAL.

BAs need to employ structured problem-solving methodologies to tackle complex business problems systematically.

CREATIVITY AND INNOVATION ARE VALUED.

While structured approaches are vital, McKinsey also values creative thinking and the ability to develop innovative solutions.

V. THE CLIENT INTERACTION AND COMMUNICATION SKILLS: BUILDING AND MAINTAINING RELATIONSHIPS

EXCELLENT COMMUNICATION SKILLS ARE CRUCIAL.

BAs NEED TO COMMUNICATE EFFECTIVELY WITH CLIENTS, COLLEAGUES, AND SENIOR MANAGEMENT, PRESENTING COMPLEX INFORMATION CLEARLY AND CONCISELY.

BUILDING RAPPORT WITH CLIENTS IS ESSENTIAL.

BAs NEED TO BUILD STRONG RELATIONSHIPS WITH CLIENTS TO UNDERSTAND THEIR NEEDS AND BUILD TRUST.

ACTIVE LISTENING AND EMPATHY ARE KEY.

EFFECTIVE CLIENT MANAGEMENT REQUIRES ACTIVE LISTENING AND THE ABILITY TO UNDERSTAND AND EMPATHIZE WITH CLIENTS' PERSPECTIVES.

VI. THE REWARDS AND OPPORTUNITIES: CAREER PROGRESSION AND PERSONAL GROWTH

COMPETITIVE COMPENSATION AND BENEFITS.

MCKINSEY OFFERS COMPETITIVE SALARIES AND BENEFITS PACKAGES, REFLECTING THE DEMANDING NATURE OF THE ROLE.

RAPID CAREER PROGRESSION.

HIGH-PERFORMING BAs HAVE SIGNIFICANT OPPORTUNITIES FOR RAPID CAREER ADVANCEMENT WITHIN THE FIRM.

EXPOSURE TO DIVERSE INDUSTRIES AND CHALLENGES.

BAs GAIN EXPOSURE TO A WIDE RANGE OF INDUSTRIES AND BUSINESS CHALLENGES, EXPANDING THEIR KNOWLEDGE AND SKILLS.

VII. IS IT WORTH THE DIFFICULTY?

THE DECISION IS PERSONAL.

WHETHER OR NOT THE CHALLENGES OF BEING A MCKINSEY BA ARE "WORTH IT" IS A HIGHLY PERSONAL DECISION, DEPENDING ON INDIVIDUAL PRIORITIES AND ASPIRATIONS.

WEIGHING THE PROS AND CONS IS CRUCIAL.

POTENTIAL CANDIDATES NEED TO CAREFULLY WEIGH THE DEMANDING WORKLOAD, INTENSE PRESSURE, AND LONG HOURS AGAINST THE CAREER PROGRESSION, PERSONAL GROWTH, AND COMPENSATION OPPORTUNITIES.

SELF-ASSESSMENT IS ESSENTIAL.

HONEST SELF-ASSESSMENT OF SKILLS, WORK STYLE, AND PERSONAL PRIORITIES IS CRITICAL IN DETERMINING WHETHER A MCKINSEY BA ROLE IS A GOOD FIT.

CONCLUSION:

BECOMING A MCKINSEY BUSINESS ANALYST IS UNDENIABLY CHALLENGING. THE RIGOROUS SELECTION PROCESS, INTENSE WORKLOAD, AND STEEP LEARNING CURVE DEMAND SIGNIFICANT DEDICATION, RESILIENCE, AND A STRONG WORK ETHIC. HOWEVER, THE REWARDS – INCLUDING COMPETITIVE COMPENSATION, RAPID CAREER ADVANCEMENT, AND EXPOSURE TO DIVERSE AND CHALLENGING PROJECTS – CAN BE SUBSTANTIAL. ULTIMATELY, THE DECISION OF WHETHER OR NOT IT'S "HARD" IS SUBJECTIVE AND DEPENDS ON INDIVIDUAL CAPABILITIES AND CAREER GOALS. CAREFUL SELF-REFLECTION AND A REALISTIC UNDERSTANDING OF THE ROLE ARE ESSENTIAL FOR PROSPECTIVE APPLICANTS.

FREQUENTLY ASKED QUESTIONS (FAQS):

Q: WHAT IS THE AVERAGE SALARY FOR A MCKINSEY BUSINESS ANALYST? A: MCKINSEY SALARIES ARE COMPETITIVE AND VARY BASED ON LOCATION, EXPERIENCE, AND PERFORMANCE, BUT GENERALLY FALL WITHIN A HIGH RANGE.

Q: WHAT TYPE OF DEGREE IS REQUIRED TO BECOME A MCKINSEY BA? A: WHILE THERE'S NO SPECIFIC DEGREE REQUIREMENT, MOST SUCCESSFUL CANDIDATES HOLD ADVANCED DEGREES SUCH AS MBAs OR MASTERS IN RELATED FIELDS. A STRONG ACADEMIC RECORD IS ESSENTIAL.

Q: HOW LONG DOES THE MCKINSEY APPLICATION PROCESS TAKE? A: THE PROCESS CAN SPAN SEVERAL MONTHS, INVOLVING MULTIPLE ROUNDS OF INTERVIEWS, ASSESSMENTS, AND CASE STUDIES.

Q: WHAT SKILLS ARE MOST IMPORTANT FOR SUCCESS AS A MCKINSEY BA? A: ANALYTICAL SKILLS, PROBLEM-SOLVING ABILITIES, COMMUNICATION SKILLS, AND TEAMWORK ARE PARAMOUNT.

RELATED KEYWORDS:

MCKINSEY BUSINESS ANALYST, MCKINSEY INTERVIEW, MCKINSEY CASE INTERVIEW, CONSULTING CAREER, MANAGEMENT CONSULTING, BUSINESS ANALYST SALARY, CONSULTING JOBS, MCKINSEY APPLICATION, WORK LIFE BALANCE CONSULTING, DEMANDING JOB, HIGH-PRESSURE JOB, CAREER ADVANCEMENT, TOP CONSULTING FIRMS.

 **is it hard to be a business analyst at mckinsey:** *Case Interview Secrets* Victor Cheng, 2012
Cheng, a former McKinsey management consultant, reveals his proven, insider's method for acing the case interview.

is it hard to be a business analyst at mckinsey: *The McKinsey Way* Ethan M. Rasiel, 1999-02-22
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 Rasiel lifts 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 of 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.

is it hard to be a business analyst at mckinsey: The Firm Duff McDonald, 2014-09-30 Star financial journalist Duff McDonald uncovers how the managing consulting firm of McKinsey & Company and its high-powered, high-priced business savants have ushered in waves of structural, financial, and technological shifts to the biggest and best American organizations, revealing a list of world-shaping successes and striking failures.

is it hard to be a business analyst at mckinsey: The Pyramid Principle Barbara Minto, 2021 This book reveals that the mind automatically sorts information into distinctive pyramidal groupings. However, if any group of ideas are arranged into a pyramid structure in the first place, not only will it save valuable time and effort to write, it will take even less effort to read and comprehend it

is it hard to be a business analyst at mckinsey: Engine of Impact William F. Meehan III, Kim Starkey Jonker, 2017-11-14 We are entering a new era—an era of impact. The largest intergenerational transfer of wealth in history will soon be under way, bringing with it the potential for huge increases in philanthropic funding. Engine of Impact shows how nonprofits can apply the principles of strategic leadership to attract greater financial support and leverage that funding to maximum effect. As Good to Great author Jim Collins writes in his foreword, this book offers a detailed roadmap of disciplined thought and action for turning a good nonprofit into one that can achieve great impact at scale. William F. Meehan III and Kim Starkey Jonker identify seven essential components of strategic leadership that set high-achieving organizations apart from the rest of the nonprofit sector. Together, these components form an engine of impact—a system that organizations must build, tune, and fuel if they hope to make a real difference in the world. Drawing on decades of teaching, advising, grantmaking, and research, Meehan and Jonker provide an actionable guide that executives, staff, board members, and donors can use to jumpstart their own performance and to achieve extraordinary results for their organization. Along with setting forth best practices using real-world examples, the authors outline common management challenges faced by nonprofits, showing how these challenges differ from those faced by for-profit businesses in important and often-overlooked ways. By offering crucial insights on the fundamentals of nonprofit management, this book will help leaders equip their organizations to fire on all cylinders and unleash the full potential of the nonprofit sector. Visit www.engineofimpact.org for additional information.

is it hard to be a business analyst at mckinsey: Mind Without Fear Rajat Gupta, 2019-03-24 “A propulsive narrative filled with boldfaced names from business and politics. At times, it is a dishy score settler.”—The New York Times For nine years, Rajat Gupta led McKinsey & Co.—the first foreign-born person to head the world’s most influential management consultancy. He was also the driving force behind major initiatives such as the Indian School of Business and the Public Health Foundation of India. A globally respected figure, he sat on the boards of distinguished philanthropic institutions such as the Gates Foundation and the Global Fund to Fight AIDS, Tuberculosis and Malaria, and corporations, including Goldman Sachs, American Airlines, and Procter & Gamble. In 2011, to the shock of the international business community, Gupta was arrested and charged with insider trading. Against the backdrop of public rage and recrimination that followed the financial crisis, he was found guilty and sentenced to two years in jail. Throughout his trial and imprisonment, Gupta has fought the charges and maintains his innocence to this day. In these pages, Gupta recalls his unlikely rise from orphan to immigrant to international icon as well as his dramatic fall from grace. He writes movingly about his childhood losses, reflects on the challenges he faced as a student and young executive in the United States, and offers a rare inside glimpse into the elite and secretive culture of McKinsey, “the Firm.” And for the first time, he tells his side of the story in the scandal that destroyed his career and reputation. Candid, compelling, and poignant, Gupta’s memoir is much more than a courtroom drama; it is an extraordinary tale of

human resilience and personal growth.

is it hard to be a business analyst at mckinsey: Valuation McKinsey & Company Inc., Tim Koller, Marc Goedhart, David Wessels, 2010-07-16 The number one guide to corporate valuation is back and better than ever Thoroughly revised and expanded to reflect business conditions in today's volatile global economy, Valuation, Fifth Edition continues the tradition of its bestselling predecessors by providing up-to-date insights and practical advice on how to create, manage, and measure the value of an organization. Along with all new case studies that illustrate how valuation techniques and principles are applied in real-world situations, this comprehensive guide has been updated to reflect new developments in corporate finance, changes in accounting rules, and an enhanced global perspective. Valuation, Fifth Edition is filled with expert guidance that managers at all levels, investors, and students can use to enhance their understanding of this important discipline. Contains strategies for multi-business valuation and valuation for corporate restructuring, mergers, and acquisitions Addresses how you can interpret the results of a valuation in light of a company's competitive situation Also available: a book plus CD-ROM package (978-0-470-42469-8) as well as a stand-alone CD-ROM (978-0-470-42457-7) containing an interactive valuation DCF model Valuation, Fifth Edition stands alone in this field with its reputation of quality and consistency. If you want to hone your valuation skills today and improve them for years to come, look no further than this book.

is it hard to be a business analyst at mckinsey: Value McKinsey & Company Inc., Tim Koller, Richard Dobbs, Bill Huyett, 2010-10-26 An accessible guide to the essential issues of corporate finance While you can find numerous books focused on the topic of corporate finance, few offer the type of information managers need to help them make important decisions day in and day out. Value explores the core of corporate finance without getting bogged down in numbers and is intended to give managers an accessible guide to both the foundations and applications of corporate finance. Filled with in-depth insights from experts at McKinsey & Company, this reliable resource takes a much more qualitative approach to what the authors consider a lost art. Discusses the four foundational principles of corporate finance Effectively applies the theory of value creation to our economy Examines ways to maintain and grow value through mergers, acquisitions, and portfolio management Addresses how to ensure your company has the right governance, performance measurement, and internal discussions to encourage value-creating decisions A perfect companion to the Fifth Edition of Valuation, this book will put the various issues associated with corporate finance in perspective.

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is it hard to be a business analyst at mckinsey: Damascus Station: A Novel David McCloskey, 2021-10-05 Finalist for the 2022 ITW Thriller Award for Best First Novel Damascus Station is simply marvelous storytelling....[A] stand-out thriller and essential reading for fans of the genre. —Financial Times A CIA officer and his recruit arrive in war-ravaged Damascus to hunt for a killer in this page-turner that offers the most authentic depiction of modern-day tradecraft in print. (Navy SEAL sniper and New York Times bestselling author Jack Carr). CIA case officer Sam Joseph is dispatched to Paris to recruit Syrian Palace official Mariam Haddad. The two fall into a forbidden

relationship, which supercharges Haddad's recruitment and creates unspeakable danger when they enter Damascus to find the man responsible for the disappearance of an American spy. But the cat and mouse chase for the killer soon leads to a trail of high-profile assassinations and the discovery of a dark secret at the heart of the Syrian regime, bringing the pair under the all-seeing eyes of Assad's spy catcher, Ali Hassan, and his brother Rustum, the head of the feared Republican Guard. Set against the backdrop of a Syria pulsing with fear and rebellion, *Damascus Station* is a gripping thriller that offers a textured portrayal of espionage, love, loyalty, and betrayal in one of the most difficult CIA assignments on the planet.

is it hard to be a business analyst at mckinsey: *Lords of Strategy* Walter Kiechel, 2010-03-03 Imagine, if you can, the world of business - without corporate strategy. Remarkably, fifty years ago that's the way it was. Businesses made plans, certainly, but without understanding the underlying dynamics of competition, costs, and customers. It was like trying to design a large-scale engineering project without knowing the laws of physics. But in the 1960s, four mavericks and their posses instigated a profound shift in thinking that turbocharged business as never before, with implications far beyond what even they imagined. In *The Lords of Strategy*, renowned business journalist and editor Walter Kiechel tells, for the first time, the story of the four men who invented corporate strategy as we know it and set in motion the modern, multibillion-dollar consulting industry: Bruce Henderson, founder of Boston Consulting Group Bill Bain, creator of Bain & Company Fred Gluck, longtime Managing Director of McKinsey & Company Michael Porter, Harvard Business School professor Providing a window into how to think about strategy today, Kiechel tells their story with novelistic flair. At times inspiring, at times nearly terrifying, this book is a revealing account of how these iconoclasts and the organizations they led revolutionized the way we think about business, changed the very soul of the corporation, and transformed the way we work.

is it hard to be a business analyst at mckinsey: *Bulletproof Problem Solving* Charles Conn, Robert McLean, 2019-03-04 Complex problem solving is the core skill for 21st Century Teams Complex problem solving is at the very top of the list of essential skills for career progression in the modern world. But how problem solving is taught in our schools, universities, businesses and organizations comes up short. In *Bulletproof Problem Solving: The One Skill That Changes Everything* you'll learn the seven-step systematic approach to creative problem solving developed in top consulting firms that will work in any field or industry, turning you into a highly sought-after bulletproof problem solver who can tackle challenges that others balk at. The problem-solving technique outlined in this book is based on a highly visual, logic-tree method that can be applied to everything from everyday decisions to strategic issues in business to global social challenges. The authors, with decades of experience at McKinsey and Company, provide 30 detailed, real-world examples, so you can see exactly how the technique works in action. With this bulletproof approach to defining, unpacking, understanding, and ultimately solving problems, you'll have a personal superpower for developing compelling solutions in your workplace. Discover the time-tested 7-step technique to problem solving that top consulting professionals employ Learn how a simple visual system can help you break down and understand the component parts of even the most complex problems Build team brainstorming techniques that fight cognitive bias, streamline workplanning, and speed solutions Know when and how to employ modern analytic tools and techniques from machine learning to game theory Learn how to structure and communicate your findings to convince audiences and compel action The secrets revealed in *Bulletproof Problem Solving* will transform the way you approach problems and take you to the next level of business and personal success.

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themselves Management Consultants.... Welcome to the world of Martin Kihn, a former standup comic and Emmy® Award-nominated television writer who decided to “go straight” and earn his MBA at a prestigious Ivy League university. In *HOUSE OF LIES*, he brazenly chronicles his first two years as a newly-minted management consultant: featuring his struggles with erroneous advice, absurd arrogance, and bloody power struggles. Hey, it’s all in a day’s work— and it pays really well!

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is it hard to be a business analyst at mckinsey: *Unfear: Transform Your Organization to Create Breakthrough Performance and Employee Well-Being* Gaurav Bhatnagar, Mark Minukas, 2021-10-26 Two top experts on high-performing organizations show you how to reframe your—and your employees’—relationship with fear and anxiety to create a learning culture of engaged workers at the top of their game. Fear and uncertainty have been undermining performance and well-being in the workplace for as long as we have had workplaces. Here’s a little-known fact of business: mismanaged fear is responsible for almost all of the dysfunction that most organizations experience. While fear can drive short-term results, it does so at the cost of high employee burnout and turnover. It also undermines long-term business performance. But we can’t eradicate it entirely; it is inherent to the human condition. Winning organizations aren’t fear-free; they know how to reframe fear into opportunities for learning and growth. They create resilient cultures of unfear. In this timely and essential guide, McKinsey alumni Gaurav Bhatnagar and Mark Minukas show leaders: The impact of fear, its biological underpinnings, and the archetypes through which it is expressed as patterns of behavior in organizations The strategies, techniques, and actions to bring about an unfear transformation The process begins with yourself—how to become an unfear individual Transformation doesn’t start with systems and structures but with mindsets and behavior—how to build unfear teams Employee well-being leads to high performance for your business—how to build unfear organizations This proven approach to workplace anxiety reduces stress, boosts engagement, and overcomes obstacles that get in the way of success. It leads to personal rewards greater profits, and sustainable growth. This is only possible with a culture of unfear.

is it hard to be a business analyst at mckinsey: *The Consulting Apprenticeship* Steve Shu, 2015-07-16 *The Consulting Apprenticeship* is written for business professionals and consultants with a focus on nuances passed on during apprenticeship regarding consulting delivery. Business professionals can benefit with a jump-start approach to applying consulting principles to their business. Designed for the busy professional, *The Consulting Apprenticeship* is a book of forty, quick-read ideas. These forty, short chapters are divided into four sections: Consulting Mindset - This section covers consulting ways of thinking and can be adopted by both company personnel and consultants. Consulting Techniques - This section covers specific tactics and toolkit methods when using consultative approaches in the trenches as either a company- or consulting firm-practitioner. Consulting Mastery - This section covers advanced perspectives on consulting and may be more useful to either company personnel evaluating consultants or mid- to senior-level consultants.

Consulting Special Situations - Whereas the prior sections are applicable to a wide variety of situations, this section covers more infrequent, specific business situations involving consultative approaches in the trenches as either a company- or consulting firm-practitioner. Each chapter of the book concludes with an optional, takeaway exercise. The exercises vary widely in terms of level of involvement. For example, in some cases you can refer to online material. In other cases, you can engage in deeper thinking or apply the concepts over an extended period of time. However you choose to use this book, consulting mastery is a lifelong pursuit. I hope this book helps you with your journey.

Stephen Shu Praise for The Consulting Apprenticeship When one of the companies I worked for needed help taking its consulting organization to the next level, I hired Steve Shu. His ability to drive our management team - all with different opinions on what we should or should not do - to a 'so-what' conclusion and pragmatic next steps gave us the jump start we needed. He is one of the best and deeply understands how consulting organizations should work. His book provides great techniques as well as tools you can use immediately. - Prakash Panjwani, CEO at WatchGuard Technologies, former President and CEO of SafeNet

Steve Shu has put together a comprehensive guide to the all-important nuts and bolts of being a great consultant. The information in Chapter 21, 'Eight Secret Weapons of the Modern Consultant,' is worth the price of the book. If you're serious about being a more effective consultant, read this book. - Michael McLaughlin, Author of Winning the Professional Services Sale and Principal Consultant at MindShare Consulting LLC; former Partner at Deloitte

Steve Shu has written a hands-on, highly practical guide for new management consultants and internal corporate business strategists alike. So many projects fail because they do not practice the basic consulting project management hygiene Steve describes in chapter 11. If you are new to the trade and want to greatly increase your chance of delivering successful consulting projects, read this book. - Robert Reppa, Vice President Strategy at Johnson Controls and former Partner at Booz & Company

Steve Shu has written a Rosetta Stone for both new and experienced consultants. Filled with forty power-packed ideas and practical chapter takeaways, Consulting Apprenticeship is structured for busy executives to easily digest each concept. A must read for those who seek to go beyond the shallow bromides of the consulting profession, and hone their skills with deeper, more meaningful approaches. - Adrian C. Ott, Award-winning author of The 24-Hour Customer, and CEO, Exponential Edge Inc, called One of Silicon Valley's most respected strategists by Consulting Magazine

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need computer scientists and engineers conversant with sociology and psychology and poets who can code. The authors argue persuasively that we have only a decade to make headway on these problems. But if we tackle them now, thoughtfully, imaginatively, creatively, and energetically, in ten years we could be looking at a dawn instead of darkness.

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