

## McKINSEY'S MARVIN BOWER

Vision, Leadership, and the Creation of Management Consulting

ELIZABETH HAAS EDERSHEIM

Michael Lounsbury, Deborah A. Anderson, Paul Spee

McKinsey's Marvin Bower Elizabeth Haas Edersheim, 2010-12-13 I had the privilege of working closely with Marvin and McKinsey for many years This book makes Marvin come to life and perpetuates him as a role model Peter F Drucker A wonderful book about a wonderful man In many ways Marvin s McKinsey framed the hypotheses in our own search for excellence for example passion for values belief in people as the prime resource and willingness to let people experiment As well as I thought I knew Marvin however this remarkable book drawing on the collective memories of those who worked most closely with him taught me a ton about how extraordinary the man really was and what made him that way Many have called Drucker the man who invented management I think history will conclude that both he and Marvin Bower share that pedestal Bob Waterman coauthor of In Search of Excellence Marvin Bower became a legend not just within McKinsey Company but within professional services and the business world more broadly In everything he did and said he embodied the professional approach and the importance of values This book sheds remarkable insight on a remarkable man and on the power of constancy of purpose Ian Davis Worldwide Managing Director McKinsey Co It is as Marvin would have wanted it simple honest fact based wonderful stories with a long term perspective An insightful read about the father of management consulting Lois Juliber retired COO Colgate Palmolive This book provides fascinating insight into the early days of modern management consulting It is an extremely enlightening look at the origin of one of America s most important professions and one of America s most innovative leaders Thomas H Lee founder Chairman and President Thomas H Lee Partners L P

Opening Strategy Richard Whittington,2019-03-21 Strategy is becoming more open more transparent and more inclusive Opening Strategy tells the story of how corporate strategists and strategy consultants have worked since the middle of the last century to open up the strategy process First strategic planning then strategic management and now open strategy have all brought more people into the strategy process and provided more strategic information for the benefit of both business and society at large Informed by interviews with corporate strategists and consultants at leading firms such as General Electric and McKinsey Co and drawing on the historical archives of strategy s pioneers this book provides vivid insights into the trials and tribulations of practice change in the strategy profession Above all it stresses the hard work of the little recognized and sometimes eccentric individuals who have been leaders in practice change By building on a wide range of illustrations covering both successes and failures the book draws out general lessons for practice innovation in strategy Those studying the topic will be able to set standard strategy techniques in historical and social context and develop new areas for investigation while practising executives and consultants should gain a sense of how to innovate in strategy and how not to An Introduction to Management Consultancy Marc Baaij,2013-12-10 Whether you are looking to build on your management studies or experience of working in business you are likely to have come across management consultancy and will need a clear and concise introduction to this area to help you understand its practices and techniques in order to hire

and implement management consultancy in the future This text provides you with these essentials for success in your studies and later industries when working with and not just for consultancy firms The text is built around learning objectives to empower your understanding of the what how when and why at macro and micro levels of management consultancy and its stakeholders and provides you with engaging real life examples and extra web materials for study As well as full courses on management consultancy this text will be invaluable to your management knowledge and skill set across strategy change analytics problem solving solution implementation and decision making as applied by the world's top management consulting firms such as McKinsey Company The Boston Consulting Group and Bain Company Visit the companion website www sagepub co uk baaij Lecturer s resources Lecturer s guide Teaching notes per chapter Answer guidance to end of chapter questions in book Suggested discussion questions Suggested small group assignments Suggested small group field project Lecture slides Option 1 provide all figures of the book on PowerPoint slides Option 2 create complete PowerPoint presentations for each chapter Exercises Exam questions Discussion forum Student resources Templates for developing logical structures Web resources Consultancy publications Consultancy web site career page Job application preparation services Consultancy institutions Knowledge Services Guy St. Clair, 2016-11-07 Knowledge services converges information management knowledge management KM and strategic learning into a single enterprise wide discipline for the benefit of the business or organization in which it is practiced As the acknowledged framework for strategic knowledge management knowledge services the responsibility of the knowledge strategist leads to excellence in knowledge sharing and ultimately to shaping the organization as a knowledge culture Knowledge Services A Strategic Framework for the 21st Century Organization provides guidance for the knowledge strategist and is designed specifically to serve as a reference for that management employee and for those seeking to become knowledge strategists Management Consulting Today and Tomorrow Flemming Poulfelt, Thomas H. Olson, 2017-09-01 This new edition gathers more than 22 experts to outline the theory behind consulting providing insight into change processes and management issues in the field The business of consulting has grown faster than most other businesses due not only to increased demand by clients but also to the innovative capabilities of numerous consulting firms as they develop new services Divided into six parts the book introduces readers to the consulting industry addressing the major practice areas contexts and implementations of the field Significant updates detail the effect of the economic troubles between 2004 and 2010 and then 2010 and now analyze the market response to consulting in recent years and provide a more thorough understanding of how consulting is applied in the different areas of a business such as operations marketing and finance Introductions written by the editors offer further insight into the themes and learning goals of each section helping readers to recognize the elements of a successful consultation and utilize their new skill set The text concludes with a look at the future of consulting with regards to ethics standards and how strong manager client relationships contribute to financial growth Readers will also learn how the

developing field of entrepreneurship creates new economic structures and job opportunities Practitioners consultants clients faculty and students of business and management will learn not only how to consult but also gain the skills needed to adapt to and lead organizational change giving them a competitive edge when they enter the field Culture, Capital and Carnival Will Kitchen, 2025-08-07 Culture Capital and Carnival offers an interdisciplinary examination of how modern culture contextualises the values of labour How do the stories we consume represent work and shape its meaning in our lives How has the history of modern art critique and cultural production negotiated the idea of labour and the behaviours and beliefs which give it legitimacy and coherence Beginning with a critique of Mikhail Bakhtin's notion of the carnivalesque Culture Capital and Carnival examines a diverse array of multimedia texts from the era of modern capitalism including a mixture of canonical and culturally impactful novels short stories non fiction films and TV sitcoms and addresses the various ideological tensions surrounding the representation of work Individual chapters look at how culture s various attempts to carnivalize the values of labour can be challenged and ask whether critical representations can also perpetuate the values they seek to negate By extending the author's previous work on the contemporary reinterpretation of Romanticism as an expansive modern phenomenon Culture Capital and Carnival adopts a radical critical perspective to explain how media products in the age of neoliberal capitalism can carnivalize the values of modern capitalist labour even as they undermine economic and The Knowledge Services Handbook Guy St. Clair, Barrie Levy, 2019-11-18 Knowledge services converges information management knowledge management KM and strategic learning into a single enterprise wide discipline for the benefit of the business or organization in which it is practiced As the strategic framework for strategic management knowledge services leads to excellence in knowledge sharing and ultimately to shaping the organization as a knowledge culture This book provides prescriptive direction for the professional work of the knowledge strategist who is the organization's management leader with responsibility authority and accountability for the success of the organization's knowledge domain Wisely optimistic with helpful hints for the management of knowledge services Frances Hesselbein Presidential Medal of Freedom recipient former CEO Girl Scouts of the USA Devotedly Druckerian in outlook the St Clair and Levy book rightly emphasizes the leadership and organizational cultural aspects of enterprise knowledge constants that do not change rapidly and that constitute much of the difference between success and failure Timothy Wood Powell President The Knowledge Agency and Author The Value of Knowledge The Oxford Handbook of Management Consulting Matthias Kipping, Timothy Clark, 2012-03-29 Management consultants of various kinds play an important role in the world of business and within other types of organization The Oxford Handbook on Management Consulting is a comprehensive overview of thinking and research on management consultancy with contributions from leading international scholars The first section provides an account of the historical developments in management consulting research and how current thinking has evolved from prior work The second section focuses on disciplinary and theoretical perspectives their diversities areas of synergy and

parallel concerns The following sections examine consulting as a knowledge business consultants and management fashion and the relationship between management consultants and their clients The Handbook concludes with an assessment of areas of future research and debate By bringing together a wide range of research and thinking on management consulting across different disciplines sub disciplines and conceptual approaches the Handbook provides a comprehensive understanding of both current thinking and future directions for research Management Consultancy Morgen Witzel, 2015-12-14 What is management consultancy How has it developed How does it affect businesses This book answers these questions and introduces the field for those looking to develop a career as a management consultant Providing a thorough introduction to management consultancy Morgen Witzel covers the topic from a range of perspectives including the field s historical development the client s perspective business analysis return on investment consulting failures ethics and accountability and the growing importance of sustainability With exercises and case studies throughout this practical textbook provides students with a rounded and critical understanding of what it means to be a management consultant and in so doing will help readers emerge as employable management consultants of the future Defining Management Lars Engwall, Matthias Kipping, Behlül Üsdiken, 2016-06-10 Defining Management charts the expansion of management as an idea and practice from a time when it was limited to churches and households to its current ubiquity focusing in particular on the role of business schools consultants and business media in this process How did an entire industry develop around business schools consultants and business media who are now widely considered the authorities regarding best management practice This book shows how these actors on their own and in interaction became taken for granted and gained such definitional power over management and managers expanded across the globe from often modest and not always respected origins and impacted and continue to impact businesses and increasingly the broader economic and social context Building on extant and some new research the book is unique in bringing together issues and actors that have been examined elsewhere separately Any student or professional of management interested in the evolution of their field or the rise of business schools consultants and business media will find this book both novel and thought provoking An Introduction to Business & Management Consultancy Marc Baaij, 2025-02-07 This textbook provides a clear and concise introduction to business and management consultancy It will help you understand practices and techniques to hire and to implement business and management consultancy giving you the essentials for success in your studies and later industries when working with and not just for consultancy firms Built around learning objectives and providing engaging real life examples this text empowers the reader to understand the what how when and why at macro and micro levels of business and management consultancy As well as full courses on business and management consultancy this textbook will be invaluable to your management knowledge and skill set across strategy change analytics solution implementation and decision making as applied by the world's top management consultancy firms It also includes a guide to McKinsey problem solving methods Dr Marc G Baaij is

Associate Professor of Strategic Management at the Rotterdam School of Management RSM Erasmus University Rotterdam <u>Critical Perspectives on Think Tanks</u> Landry, Julien, 2021-07-31 This innovative book explores think tanks from the perspective of critical policy studies showcasing how knowledge power and politics intersect with the ways in which think Nonprofit Consulting Essentials Penelope Cagney, Alliance for Nonprofit tanks intervene in public policy Management, 2010-09-28 Consultants are playing an increasingly important role in the challenging world of nonprofits Yet despite the demand for consulting services nonprofit professionals often lack the necessary insight into how best to choose and work with a consultant Nonprofit Consulting Essentials is a vital resource both for nonprofit leaders selecting and working with a consultant to guarantee the best use of their agency s resources as well as consultants seeking a clear understanding of the more subtle dynamics that define a successful consulting practice working with social sector organizations Drawing on Penelope Cagney s years of experience as a top level nonprofit consultant Nonprofit Consulting Essentials is filled with keen insights and in depth interviews with the founders and leaders of influential consulting firms Throughout the book Cagney outlines a number of concrete consulting strategies that can serve as additional tools for managers seeking to resolve complex organizational development issues Nonprofit Consulting Essentials also offers recommendations to nonprofit leaders and consultants to make their relationship the best it can be Once a solid alliance is formed they can tackle complex organizational challenges together such as fundraising and marketing governance and management and organizational development Cagney explores what it takes to make the consulting experience a success and covers vital topics such as the key differences between consulting with nonprofits versus for profit organizations the primary areas of nonprofit consultation making the consulting relationship work the special ethical considerations of consulting in the sector and understanding emerging trends in consulting Nonprofit Consulting Essentials reviews the best practices and thinking in the nonprofit consulting practice providing leaders and consultants a way to ensure a robust organization in the future Management as Consultancy Andrew Sturdy, Christopher Wright, Nick Wylie, 2015-02-19 Written for researchers professionals and students this book examines the dynamics and dilemmas of internal management consultancy

Consulting in Uncertainty Ann Brooks, Kathy Edwards, 2013-11-07 The traditional model of consulting places an emphasis on diagnosing a problem and finding a cure But in today s business world of globalized organizations rapid knowledge proliferation and the intertwining of economies that approach is becoming less and less viable problems are quickly redefined new knowledge and ownership of that knowledge is constantly surfacing and being challenged and no solution is a permanent solution Consulting in Uncertainty articulates a model of consulting that addresses the uncertainty and interconnectedness of the world in a post industrial knowledge era Emphasizing outcomes and inquiry over diagnosis Brooks and Edwards outline this new consulting model as well as the skills consultants must bring to the table in any uncertain and dynamic environment Integrating practical knowledge with scholarship this book covers skills such as Relational skills and

the consulting relationship Cultural awareness and related skills Contextual analysis Facilitating inquiry Collecting and efficiently analyzing data or information Consultants and students of consulting as well as managers teachers counselors and even parents will find this book enlightening and useful in navigating today s uncertain world The Gospel of **Leadership** Ryan Krupa, 2018-09-21 This book is an odyssey into the truth of leadership s nature and essence Written for aspiring leaders teachers of leaders and followers the aim is to practice awakening a leader s potential The book mirrors and reflects the inner nature of the leadership journey It is written in a contemplative style and uses dialogue to exercise a leader s will intelligence and spirit The techniques taught in these chapters are dialogue meditation and contemplation The author seeks to teach leaders how to exercise the power of will and the power of intelligence to make the kinetic chain of knowing willing and acting morally and intellectually strong Reading this book serves as a leadership development exercise This book is a teaching tool designed to demystify what takes place in the interior nature of a leader It examines a leader s soul as it is exercised and strengthened in preparation for the cardinal act of leading and it analyzes the act of making practical judgments an act that demands the cultivation of a discerning mind to see and know the truth to be acted upon Based on a true story these chapters are a reflection on the formation of a leader and a realization of twenty years of research The author studies the question What does it take to develop a leader Deliberations on eight years of guiding leaders on moral and intellectual guests in search of true freedom are revealed A Case for Radical Pragmatic Leaders and **Personalised Learning Schools** Andrew Bills, 2020-06-23 Thousands of young people from disadvantaged backgrounds are forsaking education in secondary mainstream schools across Australia This book places a sociological and lived experience phenomenological lens on public policy that is working against school inclusion learning engagement and post school opportunity The school case studies provided here highlight the damage done and the opportunity for refreshed policy approaches to address this malaise Across the educational landscape there are a number of fine examples of schools that are choosing to do schooling against the grain of unhelpful regulatory policy that works to exclude many from their educational entitlement These schools and their practices are examined in this book and are presented as examples for policy learning If education systems learn to embrace an ongoing culture of research and inquiry where the evidence based and contextual learning experiences of students teachers and Principals are equally valued and heard in the policy realm the phenomenon of early school leaving can begin to turn around This work calls upon Principals in the first instance to become more radical and pragmatic in their leadership of schools collectively working with courage to ensure that the experience of schooling is personalised to the learning needs and career aspirations of all young people Managing the Knowledge-Intensive Firm Nicolaj Ejler, Flemming Poulfelt, Fiona Czerniawska, 2012-04-27 Over the last decade there has been a substantial rise in the number of knowledge intensive firms constituted primarily of professionals. The core assets of these businesses are the people themselves Handle them badly and they may defect or stall Successful managers of knowledge intensive firms must

create meaning among and inspire their employees to ensure high performance To achieve this leaders must understand how to target each employee's ambitions and challenges to facilitate their personal and professional development This book examines what sets knowledge intensive firms apart from other types of organizations and the resultant organizational and strategic differences in business models talent management and client handling approaches The authors bring their own complementary perspectives on the subject one as the manager of a private consulting firm with a strong research background another as a business school professor whose practice based skills are fundamental to his work and a third a world leading commentator on professional service firms acting as a consultant business school researcher and a manager Ejler Poulfelt and Czerniawska present a new model for transforming the management of knowledge intensive firms which is supported throughout with practical examples and cases **On Practice and Institution** Michael Lounsbury, Deborah A. Anderson, Paul Spee, 2021-01-12 The concepts of practice and institution are of longstanding importance across the social sciences that have been too disconnected Bringing together novel theoretical statements and empirical studies that bridge these social worlds these two volumes provide a major touchstone for scholars interested in the study of practice and The Nine Types of Leader James Ashton, 2021-01-03 SHORTLISTED Business Book Awards 2022 Leadership institution Find out what makes great leaders tick learn what it takes to be credible and read about the things that they d do differently if they had to do it all again The Nine Types of Leader introduces some obvious and some not so obvious types of leader through stories anecdotes and insight garnered from hundreds of encounters with world class leaders Featuring interviews with industry titans including Jean François Decaux of JC Decaux Michael Rapino of Live Nation Zhang Ruimin of Haier Gavin Patterson of Salesforce and Isabelle Kocher of Engie it explores how the leaders of tomorrow will improve their game by borrowing from the very best of the nine types of leader that exist today Renowned journalist James Ashton assesses the strengths and weaknesses of each leadership type highlighting where and when they are best deployed whilst helping you identify who you are and how you can improve performance As the world seeks to recover from drastic disruption and uncertainty and the most acute test of leadership in living memory it projects how future leaders can learn from what has gone before

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