



## The McKinsey Way

By Ethan Rasiel

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"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 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

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## **The McKinsey Way** By Ethan Rasiel **Bibliography**

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### Editorial Review

#### Amazon.com Review

*The McKinsey Way*, by former McKinsey & Company associate Ethan M. Rasiel, provides a through-the-keyhole perspective on the way this worldwide consulting institution approaches--and solves--the myriad professional problems encountered by its high-powered clientele. His goal, Rasiel writes, is simple: to communicate "new and useful skills to everyone who wants to be more useful in their business." He then does so by explaining the highly structured, fact-based proprietary methodology that McKinseyites are taught to employ with their Fortune 100 clients, complete with details on the entire process from first considering the basic situation at hand through finally selling a solution to the appropriate powers that be.

All of the critical steps (assembling a team, managing a hierarchy, doing research, conducting interviews, brainstorming) are broken down into specific actions and fleshed out with applicable examples that Rasiel has gathered through interviews with dozens of other former McKinsey employees. The concluding sections on surviving the mythically grueling pace at the organization, known simply to insiders as "the Firm," are designed to help readers successfully tackle the similar challenges and obstacles they regularly face in their own work environments. --Howard Rothman

#### From the Back Cover

**Penetrate the McKinsey mystique and learn the secrets of the world's most sought after consulting firm.**

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"Apt to become the reference book on business management. With the help of *The McKinsey Way*, managers can approach issues they face as if they had a McKinsey expert beside them. It will certainly help those of use who cannot afford McKinsey!"Mord Weisler, Chairman, PRI Automation, Inc

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"*The McKinsey Way* describes a course of analysis that is very powerful, well-written, and effective."Peter A. Brooke, Chairman, Advent International

#### About the Author

Ethan M. Rasiel joined McKinsey & Co.'s New York office in 1989 and worked there until 1992. While at "the firm", his clients included major companies in finance, telecommunications, computing, and consumer goods sectors. Before working at McKinsey, he worked as an equity fund manager at Mercury Asset

Management in London. He has also worked as an investment banker. He has a bachelor's degree from Princeton University and an MBA from the Wharton School at the University of Pennsylvania.

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#### **William Fugate:**

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