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Context to the nugget

Anu discusses the transition from high intensity consulting projects with a tight feedback loop to a relatively open ended and longer cycle life at McKinsey Global Institute. She talks about how she adjusted to the new operating rhythm of the place.

Transcription

Deepak Jayaraman (DJ): What you have you had to learn and unlearn in sort of moving from the one track to the other?

Anu Madgavkar (AM): Couple of things are different about MGI work that we do one of the things which is quite different is that in consulting there is very tightly iterative problem solving and the ability to bounce of the work that you do with your clients or other experts in a very short cycle so its short cycle iterative and you get feedback and you get go back and refine your answer, in MGI its research so our projects are longer, we have to go much deeper the question we solve are ill-defined because we don't know what we are doing so we take a lot more time before we take surface and do the rounds of iteration so that took a little bit to getting used to because you can get lost me and the ring along, the rhythm is very different and you can literally get lost doing stuff that's so esoteric before you draw yourself and say, let me bounce this off someone ... if I am on the right track, so I think that was one piece that was, that was different and then I think the other piece which is new and different in my role is that the focus on writing skills is much more in this role, I think in consulting there's a lot of verbal communication convincing people and getting people to act in a certain way so the different set of communication skills, but here I think here it is tough which has a shelf life of five to ten years people will hold you to it and what you say and how you say it actually matters a lot more in terms of communication skills.

DJ: How do you walk the tight rope of taking on something that is big and significant but at the same time taking on something that is tangible and scope able where do you draw the line?

AM: I think we try and assemble, each of our project team is assembled within an ecosystem where you get pushes or challenges force you in case of you wonder off too much in the esoteric direction or in case you are just too tactical and not really focussed on solving the fundamental issues the cheques and balances and the intellectual challenge through the research project the way we do that is we have a panel of academic advisors who are typically leading economic thinkers including some noble laurels those kind of folk who advise us on our projects we also typically have a much more practitioner type of advisory panel, so business guys pre folks in government who keep us very grounded to what is practical, what is real, what is useful to know and then we try and have a

rhythm of getting inputs and setting up because those two magnetic forces ensure that, we are honest but at the same time we are kind of tangible and useful.

Reflections from Deepak Jayaraman

DJ: One of the themes she talks about which is interesting is the point around operating rhythm. Quite often when you transition from one company to another or one industry to another, while people focus on getting the technical details of the new place right, they forget to adjust the body clock to adjust to the new place. Pramath Sinha, one of my guests spoke about the transition from consulting to industry where sometimes things happen at a slower pace and you need to be patient. If you try to do things too quickly then you hear the sound of crashing china. Aligning your operating rhythm and re-adjusting your body clock might be another element you want to think about explicitly when you transition from one place to another.

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End of nugget transcription

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Anu Madgavkar - Nuggets

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About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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