

RECEIVED
MAR 27 2023
BUSINESS OFFICE

March 17, 2023

This is a follow up to a previous request:

To Whom It May Concern:

Please find enclosed a check for \$31.25 to satisfy the fee associated with the attached public records request.

Thank you.

View request history, upload responsive documents, and report problems here:
<https://www.muckrock.com/respond/1452610/>

If prompted for a passcode, please enter:
PNYRLWEU

Filed via MuckRock.com
E-mail (Preferred): 134516-76217735@requests.muckrock.com

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Boston, MA 02115

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Boston, MA 02115
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Responded 10/31/2022

www.rcscsd.org

Dr. Brian Bailey, Superintendent of Schools, Ext. 6003
C. Fred Engelhardt Jr., Assistant Superintendent for C&I, Ext. 6003
Joanne Moran, School Business Manager, Ext. 6000
Sue Starr, School District Clerk, Ext. 6000

RAVENA-COEYMANS-SELKIRK CSD • PO Box 100, 15 Mountain Rd, Ravena, NY 12143 • Phone: 518-756-5200 • Fax: 518-756-4561

VIA ELECTRONIC MAIL

Jackson Parker
132216-79544274@requests.mucrock.com

Re: Response to Freedom of Information Law Request

Dear Mr. Parker:

This will respond to your New York State Freedom of Information Law ("FOIL") requests received by me on September 30, 2022 and follows my initial response to you acknowledging receipt of those request October 3, 2022. I am responding to your request as the Records Access Officer of the Ravena-Coeymans-Selkirk Central School District. In your requests you seek:

Any and all emails, paper communications, phone logs, text messages, receipts, invoices, memorandum, meeting notes from/to/cc anyone with the following certifications/licenses/titles:

- School Building Leader
- School Administrator / Supervisor
- School District Leader
- School District Business Leader
- School Board Member

which contain the statement "next normal".

Please be advised that after a search and investigation, the District appears to be in possession of approximately 36 pieces of correspondence that may be responsive to your request, with the vast majority being unsolicited, commercial advertisements from various vendors. Given the scope of records within the District's possession that may be responsive your request, as currently drafted, we respectfully ask that you consider refining your request, so that the District can narrow its response to provide you with only those records you are actually seeking, if the District is in possession of such records. Of course, should you still wish to proceed with your initial request set forth above, the District will have to print such records in order to review them appropriately and redact them, if necessary.

Therefore, it will be necessary for you to remit payment to the Ravena-Coeymans-Selkirk Central School District in the amount of \$31.25 which is equal to 125 pages of records at \$.25 per page. Upon receipt of your payment, the Ravena-Coeymans-Selkirk Central School District will make those records available to you.

Any appeal of this decision should be made within thirty (30) days, in writing to the Superintendent of School and can be contacted at Ravena-Coeymans-Selkirk CSD, P.O. Box 100, Ravena, NY 2143, email address: bbailey@rcscsd.org or 518-756-5200 Ext. 6003

Sincerely,
Suzanne Starr
Records Access Officer

:ss



10/28/2022

www.rcscsd.org

Dr. Brian Bailey, *Superintendent of Schools, Ext. 6003*
C. Fred Engelhardt Jr., *Assistant Superintendent for C&I, Ext. 6003*
Joanne Moran, *School Business Manager, Ext. 6000*
Sue Starr, *School District Clerk, Ext. 6000*

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October 3, 2022

MuckRock News
Attn: Jackson Parker
DEPT MR 129531
263 Huntington Ave
Boston, MA 02115

Dear Mr. Parker:

I am in receipt of your FOIL request dated September 30, 2022 pursuant to the New York State Freedom of Information Law regarding any and all emails, paper communications, phone logs, text messages, receipts, invoices, memorandum, meeting notes from/to/cc anyone with the following certifications/licenses/titles:

- School Building Leader
- School Administrator / Supervisor
- School District Leader
- School District Business Leader
- School Board Member

which contain the statement "next normal".

Be sure to include contents of attachments to emails.

Please be advised that the District is working to ascertain what documents, if any, exist that are responsive to your request. It is expected that your request will be responded to no later than twenty business days or before, from the date of this letter.

Sincerely,
Suzanne Starr
School District Clerk
Records Access Officer

:ss



Sue Starr <sstarr@rcscsd.org>

New York Freedom of Information Law Request: Communications referencing the term "next normal" (Ravena-coeymans-selkirk Central School District)

1 message

134516-76217735@requests.muckrock.com <134516-76217735@requests.muckrock.com> Fri, Sep 30, 2022 at 10:32 AM
To: sstarr@rcscsd.org

Ravena-coeymans-selkirk Central School District
FOIL Office
P.O. Box 100, 15 Mountain Road
Ravena, NY 12143

September 30, 2022

To Whom It May Concern:

Pursuant to the New York Freedom of Information Law, I hereby request the following records:

Any and all emails, paper communications, phone logs, text messages, receipts, invoices, memorandum, meeting notes from/to/cc anyone with the following certifications/licenses/titles:

- School Building Leader
- School Administrator / Supervisor
- School District Leader
- School District Business Leader
- School Board Member

which contain the statement "next normal".

Be sure to include contents of attachments to emails.

The requested documents will be made available to the general public, and this request is not being made for commercial purposes.

In the event that there are fees, I would be grateful if you would inform me of the total charges in advance of fulfilling my request. I would prefer the request filled electronically, by e-mail attachment if available or CD-ROM if not.

Thank you in advance for your anticipated cooperation in this matter. I look forward to receiving your response to this request within 5 business days, as the statute requires.

Sincerely,

Jackson Parker

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The week in charts

publishing@email.mckinsey.com McKinsey Week in Charts

Saturday, February 26, 2022 at 3:32:31 PM Eastern Standard Time

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The Week in Charts

ALL THE WEEK'S DATA THAT'S FIT TO VISUALIZE

Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored the extent to which care could shift from traditional facilities to the home, the most effective sales channel according to corporate customers, the potential growth opportunities for countries with rich stocks of natural capital, how different groups of companies approach machine intelligence, and why executives are looking internally to address capability gaps.

FEATURED CHART

The doctor is in—the video call



[See more](#)

THIS WEEK'S OTHER SELECT CHARTS

A sale with a click, not a handshake

A natural bounty

Machines that teach themselves

Look inward, not outward

The Week in Charts

All the week's data that's fit to visualize

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20 years later: Everything's changed—except the fundamentals of finance and economics

publishing@email.mckinsey.com McKinsey & Company Saturday, June 11, 2022 at 11:02:32 AM Eastern Daylight Time

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New from McKinsey & Company

Reflecting on 20 years of *McKinsey on Finance*

The first issue of *McKinsey on Finance* was released in 2001, when companies were still reeling from the dot-com bust and weeks before the world-shattering events of 9/11. In the more than two decades since, the world has endured a plethora of dramatic events and shifts. What will the next 20 years bring? In [the 80th edition of *McKinsey on Finance*](#)—and on its 20th anniversary—we address three of the most pressing challenges for large companies: massive innovation, good ideas taken too far, and competitive advantage in the net-zero transition. Check out the article to reflect on where we've been and the challenges that lie ahead—and dive deeper with these insights to help you navigate these challenges.

[Read more](#)



The flip side of large M&A deals

Research shows there is a 50-50 chance that companies pursuing large M&A deals will outperform industry peers. Here are the four actions executives can take to increase those odds.

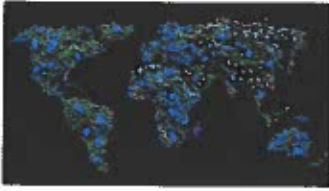
Take a chance →



Navigating inflation: A new playbook for CEOs

Few chief executives have faced the challenge of leading a company through an inflationary spike like today's. Lessons from strong leaders and bold action can help CEOs make the decisions that only they can make.

Make smart moves →



The net-zero transition: What it would cost, what it could bring

This McKinsey report offers a detailed look at the economic and societal impact of the transition to net-zero carbon emissions by 2050.

Build a green future →



How telcos can succeed in launching new businesses beyond connectivity

A quarter of operators' new ventures struggle. Understanding what underpins the success of different business archetypes and selecting the right business-building approach can help ensure that more flourish.

Drive new opportunities →

2021 global report: The state of new-business building

Business leaders predict that by 2026, half of their revenues will come from products, services, or businesses that haven't yet been created. Here's how new-business building can help bridge that gap through sustainable, inclusive growth.

See the findings →



Innovation—the launchpad out of the crisis

How organizations can innovate their way into the postpandemic era.

Move the needle →

Rev up your growth engine: Lessons from



through-cycle outperformers

Your decisions now will determine how strongly you come out of the COVID-19 crisis—and how well you perform in the next normal.

Plan ahead →



Playing offense to create value in the net-zero transition

Decarbonization will reshape the economy, opening new markets and imperiling others. Now is the moment for companies to spot green growth opportunities and move boldly to take advantage.

Shift to green →

To see more essential reading on topics that matter, visit [McKinsey Themes](#).

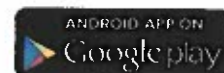
— Curated by Eleni Kostopoulos, a digital publishing manager based in New York

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The war in Ukraine and navigating an uncertain future

publishing@email.mckinsey.com McKinsey Highlights

Saturday, April 2, 2022 at 11:03:01 AM Eastern Daylight Time

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Monthly Highlights, April 2022

The Russian invasion of Ukraine is causing the greatest humanitarian crisis in Europe since World War II. Thousands of lives have been lost, and millions of livelihoods have been disrupted. This month, our featured stories offer an initial framing of the challenges caused by the war, a perspective on the short- and midterm disruptions, and scenarios for the potential impact on livelihoods in the eurozone. Other highlights in this month's issue include the following topics:

- how humanity could add as many as 45 billion extra years of higher-quality life over the next decade
- employees who left a job without another in hand, who returned and why, and how companies can begin to bring more workers back into the fold
- ten things the world has learned through the course of the pandemic

Editor's choice

War in Ukraine: Lives and livelihoods, lost and disrupted

As uncertainty weighs on decision making, scenarios can provide guidance.

Understand the implications →



The rising toll of the war in Ukraine

Lives lost and upended. Soaring food and energy prices. Supply chains at risk. Much is at stake as the war continues.

Understand the crisis →



THIS MONTH'S HIGHLIGHTS

Adding years to life and life to years

At least six years of higher quality life for everyone is within reach. [Aim high](#)

Gone for now, or gone for good?

Nearly half of the employees who voluntarily left the workforce during the pandemic aren't coming back on their own. Employers must go and get them. Here's how to start. [Understand employee priorities](#)

Ten lessons from the first two years of COVID-19

On the second anniversary of the pandemic, we take stock. [Look back](#)

Here comes the 21st century's first big investment wave.

A surge of investment in hard assets will pressure already strained supply chains and project delivery systems. CEOs who transform their capital strategy fast—and first—may win a competitive edge. [Prepare for big changes](#)

IoT comes of age

McKinsey research shows that adoption of IoT technologies has increased exponentially the past five years—but successful implementation still eludes some. Here's how to get it right. [Connect physical and digital worlds](#)



Private markets 2022

The private markets comeback that began in the second half of 2020 gained momentum in 2021, yielding a year of records. [Read the report](#)

ALSO NEW

[Reimagining HR: Insights from people leaders](#)

[Author Talks: Attributes—not skills—determine whether you 'cut it' or not](#)

[How business operations can respond to price increases: A CEO guide](#)

[Six customer experience pitfalls to avoid](#)

[The \\$773 billion question: Inflation's impact on defense spending](#)

[From risk management to strategic resilience](#)

[Repairing the broken rung on the career ladder for women in technical roles](#)

[Author Talks: How to handle your work jerk](#)

The five zeros reshaping stores

Building next-generation B2B sales capabilities

The role of the board in preparing for extraordinary risk

SPECIAL FEATURES

The Next Normal

McKinsey experts and industry executives envision the space industry's next decade. [Understand the future of space](#)



McKinsey on Books

Explore this month's best-selling business books, prepared exclusively by NPD BookScan. [See the lists](#)

My Rookie Moment

McKinsey senior colleagues discuss what inspired them to leap into authorship. [Watch episode 7](#)

McKinsey for Kids

This interactive series tells stories about our work to help you understand what McKinsey does and why it matters, whether you're 16 or 64. [Get smart](#)



McKinsey Classics

Economic growth is fueled by an expanding pool of workers and their rising productivity. Read "A productivity perspective on the future of growth." [Rewind](#)

Mind the Gap

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— Curated by Eleni Kostopoulos, a digital publishing manager in McKinsey's New York office

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A CEO's guide to excellence

publishing@email.mckinsey.com McKinsey & Company Saturday, March 12, 2022 at 10:14:00 AM Eastern Standard Time

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New from McKinsey & Company

A CEO's guide to excellence

What if the world's highest-performing CEOs held a master class on what it takes to succeed in the most senior corporate role? That's what three McKinsey senior partners set out to deliver by conducting frank, in-depth interviews with 67 of the world's best CEOs—including Jamie Dimon (JPMorgan Chase), Satya Nadella (Microsoft), Reed Hastings (Netflix), and Mary Barra (GM). The result? [CEO Excellence: The Six Mindsets That Distinguish the Best Leaders from the Rest](#), out from Simon & Schuster on March 15, 2022. Check out these insights from the authors of the #CEOExcellenceBook, and dive deeper into the mindsets that set apart the best leaders.

[Read more](#)

Leadership lessons from the world's best CEOs

The authors of the new book *CEO Excellence*, who interviewed dozens of the top-performing chief executives, share their most memorable encounters and stories.

Get the scoop →

How to be an excellent CEO

See what the authors of *CEO Excellence* have to say about what separates the best CEOs from the rest in this seven-part series.

Watch the videos →

Author Talks: What separates the best

CEOs from the rest?

Three McKinsey senior partners looked across more than 20 years' worth of data on 7,800 CEOs from 3,500 public companies across 70 countries and 24 industries to identify the mindsets that helped top chief executives deliver extraordinary impact.

Seek excellence →

What sets the world's best CEOs apart

Are you a great CEO, or just a good one? New research shows that the leaders who truly excel have a set of distinctive mindsets and practices.

6 dimensions of CEO excellence →

The CEO: Architect of the new operations agenda

To thrive in a volatile and unpredictable postpandemic economy, companies need smarter, faster, more agile business operations. That requires big changes—and commitment from the very top of the organization.

3 operations imperatives →

What matters most? Five priorities for CEOs in the next normal

How leaders can adapt to a very different future.

Broaden your perspective →

The mindsets and practices of excellent CEOs

The CEO's job is as difficult as it is important. Here is a guide to how the best CEOs think and act.

See what matters →

How do you measure success in digital? Five metrics for CEOs

As organizations launch more and more digital initiatives, CEOs must monitor whether they are delivering business results. These metrics are ones to watch.

Dive deeper →

In conversation: The CEO moment

Corporate leaders are changing how they do their jobs in ways that may permanently transform the CEO role.

Understand the issues →

FROM THE NEW AT MCKINSEY BLOG

One book. Sixty-seven stories of extraordinary leadership.

A new McKinsey book, *CEO Excellence*, reveals the six mindsets common among extraordinary leaders and shares practices you can adopt no matter where you sit in your organization.

4 tips →

To see more essential reading on topics that matter, visit [McKinsey Themes](#).

— Curated by Eleni Kostopoulos, a digital publishing manager based in New York

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Sustainable and inclusive growth, cybersecurity, and more big reads for the weekend

publishing@email.mckinsey.com McKinsey Daily Read

Friday, July 1, 2022 at 6:41:00 PM Eastern Daylight Time

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The Daily Read

CURATED PICKS FOR YOUR DOWNTIME, FROM OUR EDITORS

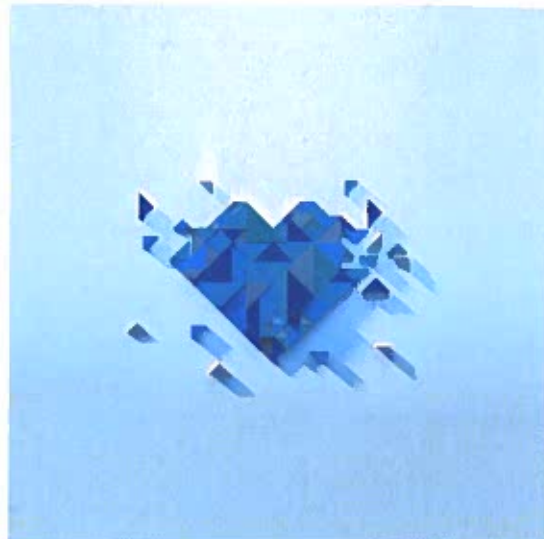


Joyce Yoo
Digital Editor, New York

It's a long weekend for many in North America, with Independence Day and Canada Day. As you unwind, take a moment to catch up on the latest reads from this week, with topics including cybersecurity, allyship, and more:

Having an interesting job is as important as having a solid income for most people. How can leaders address the psychological needs of everyone, including lower-earning employees?

Take action for employee satisfaction



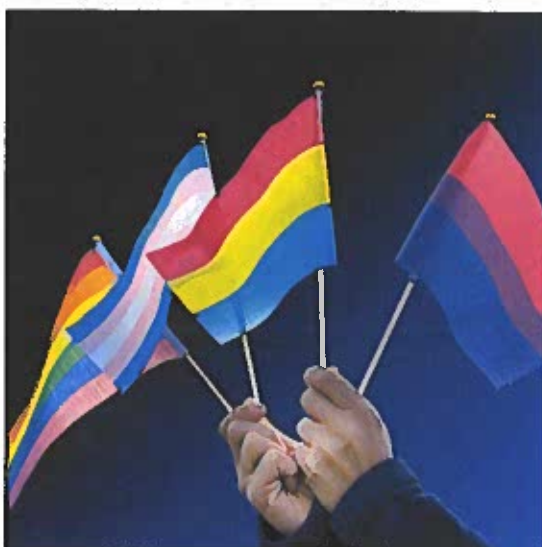
It's time to think about your organization's cybersecurity needs holistically and lay out a roadmap that focuses specifically on the most critical cyber initiatives.

Address the threats and risks



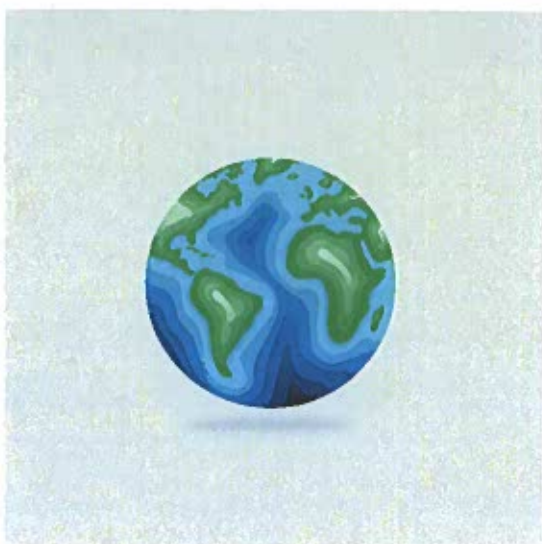
Understand what LGBTQ+ employees have to say about their workplace experience in *Active allyship: Do your LGBTQ+ employees feel supported and included?*

Dive into the data



Our new weekly briefing note on sustainable and inclusive growth explores we can view growth and societal benefits not as conflicting goals but as equal imperatives for holistic impact.

Get the latest update



QUOTE OF THE DAY

“Our information-security and data-protection teams, as well as other second lines of defense, such as IT risk, have all been part of the journey from day one. The security requirements have been integrated into the work process by design, not as an afterthought.”

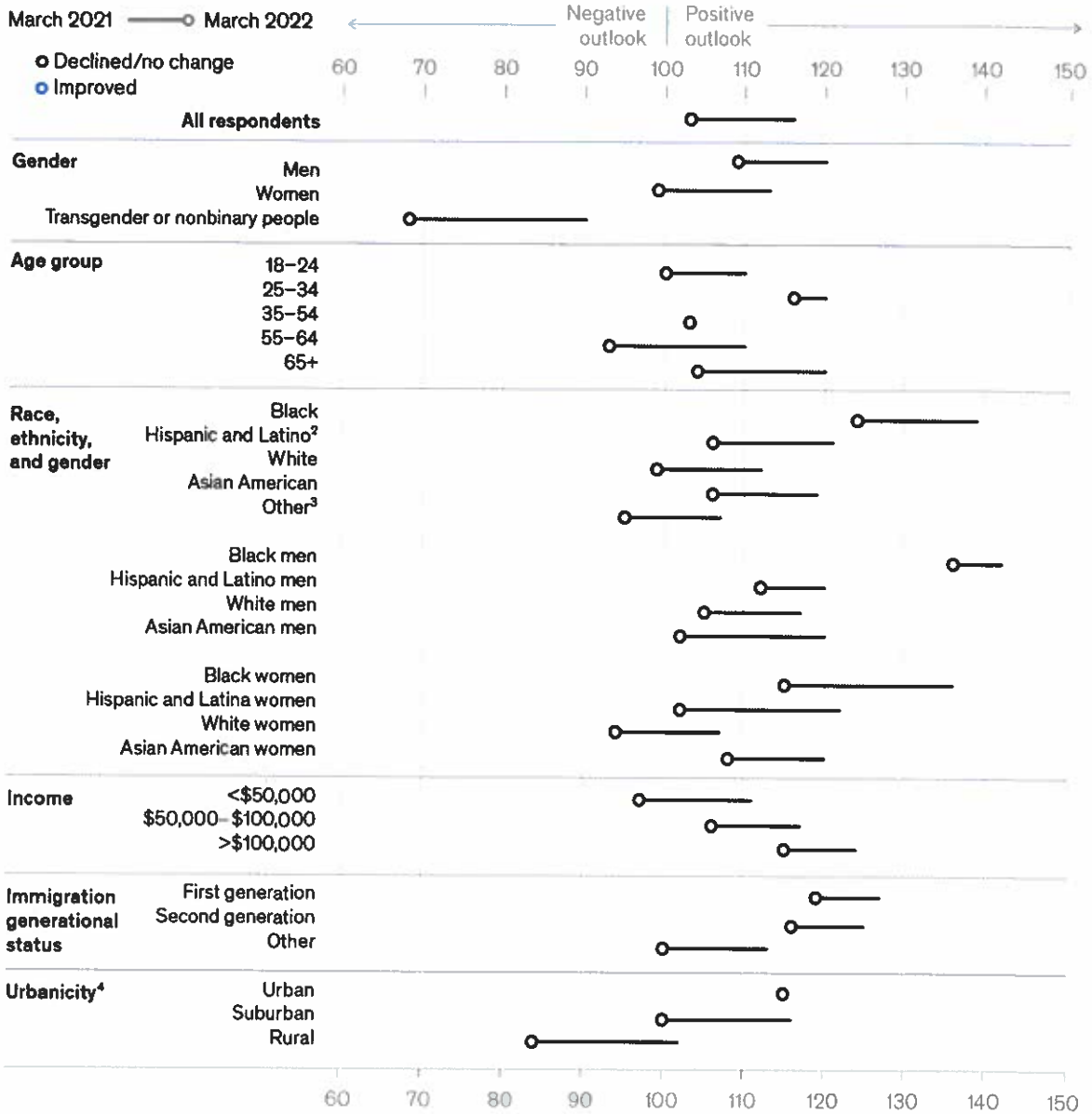
—Christoph Böhm of Deutsche Börse on how the company's cloud IT team engaged with cybersecurity and privacy functions in [“The cloud as a strategic ecosystem for innovation and growth”](#)

CHART OF THE DAY

Americans are less optimistic about their access to economic opportunity.

McKinsey Economic Opportunity Index¹

Long term



¹For each survey respondent, we calculated an Economic Opportunity Index score based on a set of questions on their short-term (12-month view) and long-term (5-year view) outlook. A "0" on the index represents consistent low-perception responses across questions, "100" represents a neutral perception, and "200" represents consistent high-perception responses across questions.

²Includes those who self-identify as Hispanic, Latino, or of Spanish origin. All other groups are solely non-Hispanic/Latino.

³Includes non-Hispanic/Latino multiracial, Native Alaskans, and Native Americans.

⁴Self-reported by respondents.

Source: McKinsey American Opportunity Survey Spring 2021 and Spring 2022

See today's chart

READY TO UNWIND?



The future of video entertainment: Immersive, gamified, and diverse

You're at the movies with friends—but the movie is more like a game with a narrative. You feel like you're in the movie because your seat gets hot when there's a fire on screen. And everyone can see and hear the movie in whatever language they choose. That scenario could represent the next normal in video entertainment.

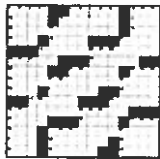
Look into the future →



Explore McKinsey Themes

Essential reading on topics that matter. This weekend's posts touch on Pride Month, stepping out of your comfort zone, sustainable, inclusive growth in the US, and more.

Get up to date →



54-Down: Future leaders ... and the dedicatees of this puzzle

Know the answer? Test yourself with the latest McKinsey Crossword, Future Leaders | No. 82.

Lead the way →

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How to manage in uncertainty

publishing@email.mckinsey.com McKinsey & Company Saturday, March 19, 2022 at 6:40:30 PM Eastern Daylight Time

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New from McKinsey & Company

How to manage in uncertainty

In normal times, organizations face numerous uncertainties of varying consequence; during periods of extreme uncertainty, however, the normal way of working becomes overstrained. Leaders must be equipped with the tools to plan, adapt, and respond to unprecedented crises. What are the best lessons to learn from an ongoing crisis? What strategies can help you manage uncertainty for your brand? How can you deliver value amid uncertainty? Check out these insights on how to implement new forms of leadership, new ways of working, and new operating models to cope with an uncertain future, with topics including:

- how to prepare for numerous outcomes
- a creative approach to problem solving
- new operating models to respond to extreme uncertainty
- how organizations can build a more empowered MRM function

[Read more](#)



When nothing is normal: Managing in extreme uncertainty

In this uniquely severe global crisis, leaders need new operating models to respond quickly to the rapidly shifting environment and sustain their organizations through the trials ahead.

Steer your business well →

In conversation: Managing in extreme uncertainty

The pandemic tested organizations' ability to find the right



balance between overreacting and underreacting. Capturing lessons from this crisis will help leaders navigate uncertainty in the future.

Build resilience →



Six problem-solving mindsets for very uncertain times

Even the most inscrutable problems have solutions—or better outcomes than have been reached so far. Here's how the best problem solvers crack the code.

Get creative →



Model risk management 2.0 evolves to address continued uncertainty of risk-related events

Organizations this year plan to enhance their MRM framework capabilities—including risk culture, standards, and procedures—and to upgrade their validation resources with MRM 2.0 firmly on the agenda.

Understand the year ahead →



Building value-chain resilience with AI

Value chains are facing increased uncertainty. A threefold approach underpinned by artificial intelligence can help companies adapt to rapidly changing markets and operational challenges.

Check out the threefold approach →



Scenario-based cash planning in a crisis: Lessons for the next normal

Five best practices can ensure organizations are fully prepared for future challenges.

Prepare and plan better →

How to future-proof your organization

From project-based work to a lack of hierarchy, the way people work is changing fast. Organizations that plan for the postpandemic world are better able to deliver value—even amid uncertainty.

Disrupt or be disrupted →



Building the internal-audit function of the future

Due to the pandemic, many organizations have prioritized short-term priorities for internal-audit functions, but now is also the time to recalibrate for potential long-term uncertainty and complexity.

3 areas for action →



The resilience imperative: Succeeding in uncertain times

Strengthening institutional resilience has never been more important.

Emerge stronger →

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— Curated by Bifen Xu, a digital project manager based in New York

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Adding years to life and life to years

publishing@email.mckinsey.com McKinsey & Company

Saturday, April 2, 2022 at 8:39:00 AM Eastern Daylight Time

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New from McKinsey & Company

Adding years to life and life to years

Human beings spend more years in poor health now than at any point in history, but as the pandemic demonstrated, scientific breakthroughs and large-scale behavioral change are possible—and in short periods of time. A new report from [McKinsey Health Institute](#) (MHI) explores how humanity could add as many as 45 billion extra years of higher-quality life over the next decade—roughly six years per person on average. Download the full report to dive into the six shifts required to achieve this ambitious goal.

[Read more](#)

FURTHER READING

Scale what works: The benefits of proven health interventions

Interactive visualization showing the opportunity to extend and improve life through known health interventions.

[Explore the interactive](#) →



Addressing the unprecedented behavioral-health challenges facing Generation Z

A series of consumer surveys and interviews conducted by McKinsey finds Gen Zers reporting the least positive life outlook, including lower levels of emotional and social well-being than older generations.

[Take a tailored approach](#) →

Overcoming stigma: Three strategies toward better mental health in the workplace

Employees are worried about their mental health as they return to the workplace after the COVID-19 pandemic. Stigma can exacerbate their concerns, but employers can thwart its impact.

3 strategies that help →

Sleep on it: Addressing the sleep-loss epidemic through technology

Sleep deprivation has become a global problem. Can the burgeoning sleep-tech industry provide solutions?

Improve consumer well-being →

Understanding the impact of unmet social needs on consumer health and healthcare

Income, employment, education, food security, housing, transportation, safety, and social support are all factors that affect health and well-being.

4 key insights →

Not the last pandemic: Investing now to reimagine public-health systems

The COVID-19 crisis reminds us how underprepared the world was to detect and respond to emerging infectious diseases. Smart investments of as little as \$5 per person per year globally can help ensure far better preparation for future pandemics.

5 shifts →

Prioritizing health: A prescription for prosperity

Could 65 be the new 55? Each year, poor health takes a

heavy societal and economic toll. Improving the health of the world's population would add 10 healthy years in midlife—and much more.

Read the report →

Health equity: A framework for the epidemiology of care

Pharmaceutical and life sciences companies can unlock new opportunities, help underserved patients, and build a cycle of trust.

Understand the issues →

Healthcare Providers: Preparing for the next normal after COVID-19

The length of disruption for patients continuing physical distancing remains unclear. However, most forward-looking healthcare organizations may use this time to materially scale virtual health offerings in ways that create competitive advantage.

3 key shifts →

Planning for an aging population

Experts discuss how an aging population will affect many facets of our societies—and will require new partnerships among all types of stakeholders.

Overcome challenges →

Valuing nature conservation

A methodology to evaluate where safeguarding natural capital could have the biggest impact on climate, economies and health.

Drive impact →

McKinsey launches new health initiative aiming to add “years to life and life to years”

The McKinsey Health Institute is committed to globally lifting quality of life, increasing the portion of life spent in good health, and extending life expectancy.

Make a difference →

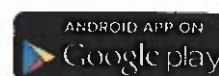
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How CFOs can balance competing demands in the digital age

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New from McKinsey & Company

How the role of the CFO is evolving

The responsibilities of the chief financial leader are broader and more diverse than ever. With the increased adoption of digital technologies, disruptions caused by the COVID-19 pandemic, and a wave of geopolitical and economic uncertainties, CFOs are increasingly taking on a pivotal role in their organizations' strategic agendas. Explore these insights to understand how CFOs should balance their traditional responsibilities with the new CFO mandate.

[Read more](#)

IN CONVERSATION

The new CFO mandate

How finance leaders can reconcile and fulfill their growing portfolios of responsibilities.

Understand changing responsibilities →

The CFO's role in talent development

By taking the lead in enhancing financial acumen and other capabilities throughout the company, CFOs can raise their leadership profiles and their organization's game.

Understand the impact →

The CFO's critical role in innovation

By embracing discipline and well-defined processes, innovation teams can make finance leaders their biggest

allies.

Understand the shifts →

FURTHER READING

The evolution of the CFO

CFOs are playing an increasingly pivotal role in driving change in their companies. How should they balance their traditional responsibilities with the new CFO mandate?

Lead substantive change →

The one task the CFO should not delegate: Integrations

The numbers show that when the finance chief is directly involved in identifying potential synergies, transformation and value-creation opportunities, and cultural pitfalls, companies see greater deal success.

Capture more value →

Going global: A conversation with Revolut's CFO Mikko Salovaara

While other fintechs seek to establish a beachhead in a specific region or category, UK-based Revolut is looking to build a global ecosystem from the start.

Listen to the episode →

'Fast action' in fast food: McDonald's CFO on why the company is growing again

Kevin Ozan became CFO of McDonald's in 2015. Since then, the restaurant chain has had a string of successes. Here's his take on what's working, what's not, and what's next for the iconic brand.

Get perspective →

Reinventing the CFO for the digital age

Digitization raises the demands on CFOs, along with the scale and influence of the role. How should finance chiefs reinvent?

What's next →

The making of a megadeal: Howard Ungerleider on the merger of Dow and DuPont

The CFO of Dow shares his experience of leading one of the most complex mergers and spinouts in history.

Be curious →

CFO leadership in the COVID-19 crisis

How finance leaders are prioritizing their activities to maximize their roles on the executive team.

Pivot your approach →

The CFO's role in capability building

Organizations developing new skills for the next normal must determine exactly how and where to invest in them. The finance leader is uniquely suited to provide the necessary combination of insights.

Prepare for the next normal →

How the CFO enables the board's success —during COVID-19 and beyond

Two board experts explain how in times of crisis or transformation, the CFO can serve as a rock in the boardroom, a critical arbiter of difficult decisions, and a scout for the future.

Read the interviews →

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The Week in Charts

ALL THE WEEK'S DATA THAT'S FIT TO VISUALIZE

Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored organizations' increasing cybersecurity spending, the resources companies need to lower their carbon footprints, the biggest priorities for chief human resources officers, why consumer packaged goods companies are behind on their autonomous supply chain planning, and the potential infrastructure shift for gas utilities.

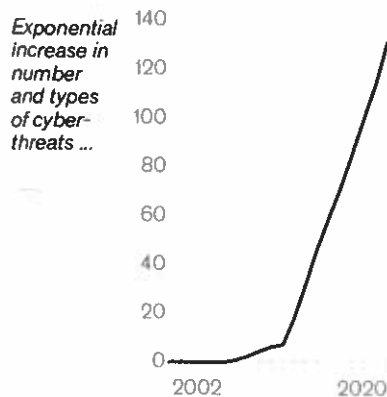
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Cybersecurity blanket

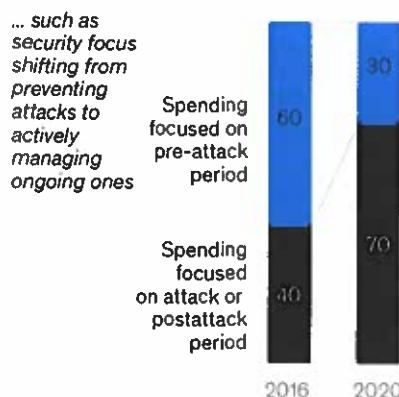
As cyberthreats continue to increase in type and frequency, so too will cybersecurity spend.

Overall enterprise cybersecurity trends

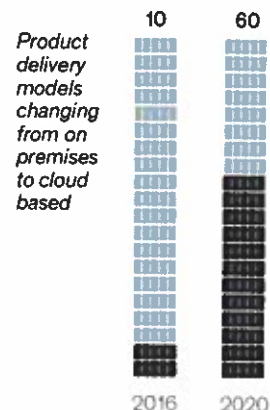
Unique malware strains per year, millions



Spending on cybersecurity, % share



Security products delivered via cloud, % of total



Source: McKinsey analysis

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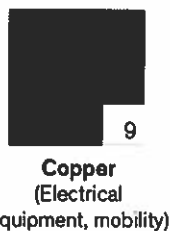
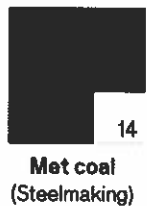
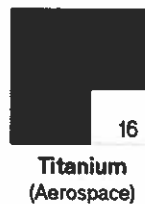
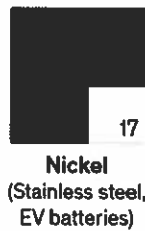
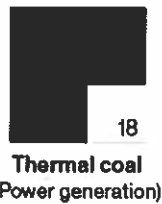
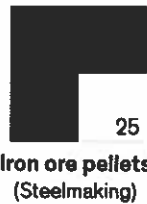
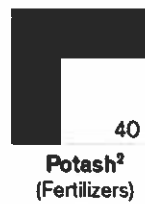
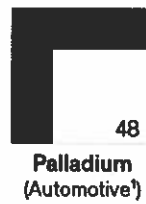
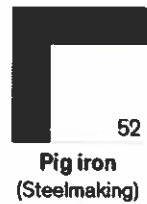
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—as we strive for sustainable, inclusive growth. In case you missed them, this week's graphics explored the effects of the war in Ukraine on global trade and the net-zero transition, resilient organizations, the industrial revolution in services, the well-being of frontline workers, and what it'll take for electric vehicles to go mainstream.

FEATURED CHART

War and the net-zero transition

Ukraine and Russia have significant share of global trade in many commodities.

Combined share of global trade in selected natural resources, 2020, % of global total (common usage)



¹Catalytic converters.

²Potash share includes Belarus data.

³Uranium lacks trade data; production share/ranking shown here.

Source: AME Group; EUPipeFlow; International Energy Agency; LNGFlow; MineSpans; Resources and Energy Quarterly; Spire; McKinsey analysis

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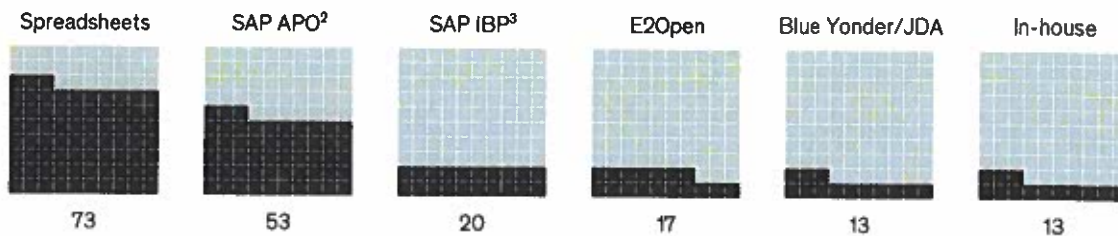
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored why companies should upgrade their supply-chain-planning systems, chronic absenteeism in schools, the growing disconnect between patients and physicians when it comes to telehealth, how the pandemic triggered a jolt of growth in the net worth of US households, and how implementing safety and accessibility initiatives can improve urban transit systems.

FEATURED CHART

Spreadsheet jockeys, hang up your spurs

Spreadsheets remain the top method for supply-chain planning.

Top 6 planning IT systems in use,¹ % of respondents



¹ Respondents could choose more than one system; all other systems were named by 7% of respondents or less (n = 30).

² Advanced Planning and Optimization.

³ Integrated Business Planning.

Source: McKinsey survey of global supply-chain leaders (May 6–June 3, 2021)

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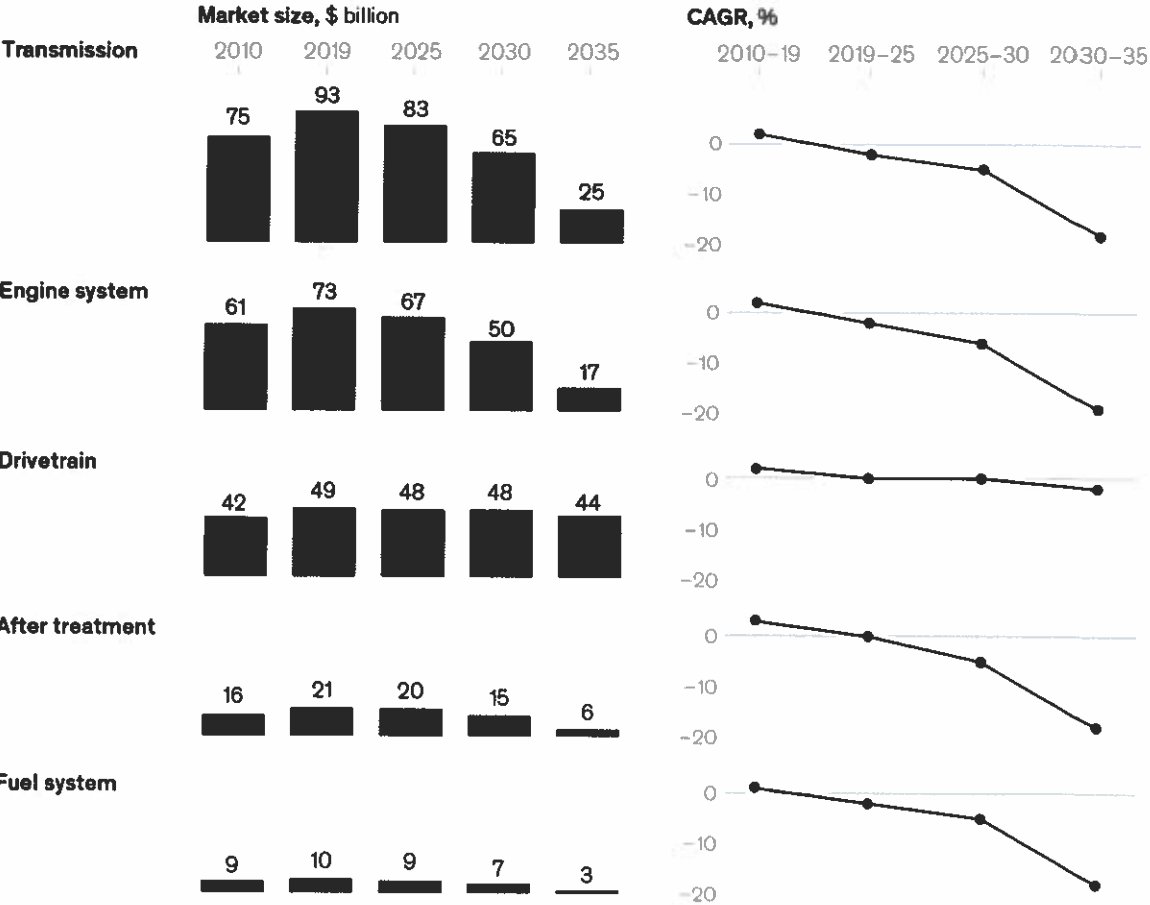
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FEATURED CHART

Growth engine no more?

Suppliers of internal-combustion-engine components will begin to see growth stagnate and shrink.

Trends across groups of internal-combustion-engine groups



Source: McKinsey analysis

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- Signed, sealed, and delivered
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- Big deal? Focus on revenue growth
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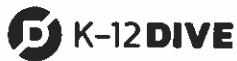
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5 principals share the benefits and hardships of ESSER budgeting

Leaders are budgeting for initiatives such as hiring reading interventionists, supporting SEL and purchasing outdoor learning furniture.

'We're not going to stand by idly,' Cardona says amid growing transgender athlete bans

Iowa joins an increasing number of states banning the participation of transgender students on school athletic teams.

Day 1 at SXSW EDU 2022: Retrieval practice, universal meals and revolutionizing assessment

Couldn't make it to Austin, Texas? Get caught up on conversations around learning pods, classroom models and more.

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How do schools go from good to great?

Learn how an Idaho school district and an international school improved upon their existing high performance. [Learn more.](#)

UPDATED

What has NSBA learned from its letter controversy?

"The letter we wrote went too far," Executive Director John Heim said at AASA's national conference, while encouraging better community engagement.

Concerns about bullying, anxiety follow loosening of mask mandates

School leaders ask for respect for individual masking choices as more communities make masks optional.

Counselors for Computing broadens student exposure to STEM

The program trains counselors to encourage girls and other students underrepresented in computing to pursue tech careers or hobbies.

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4 ways the U.S. can live with COVID as the 'next normal'

 THE WHITE HOUSE

Fact Sheet: Vice President Harris Announces Actions to Accelerate Clean Transit Buses, School Buses, and Trucks

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 THE 74

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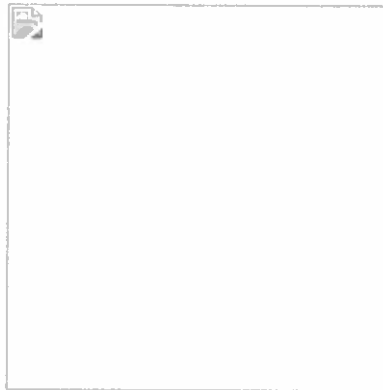
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Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—as we strive toward sustainable and inclusive growth. In case you missed them, this week's graphics explored integrated business planning, space junk, green steel, the Black beauty industry, and supply chains.

FEATURED CHART

School yourself on space junk

[See more](#)



THIS WEEK'S OTHER SELECT CHARTS

Next-level planning →

Getting to greener steel →

VC funding and the Black beauty industry →

Sustainable supply chains →

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The week in charts

publishing@email.mckinsey.com McKinsey Week in Charts Saturday, April 9, 2022 at 3:20:30 PM Eastern Daylight Time

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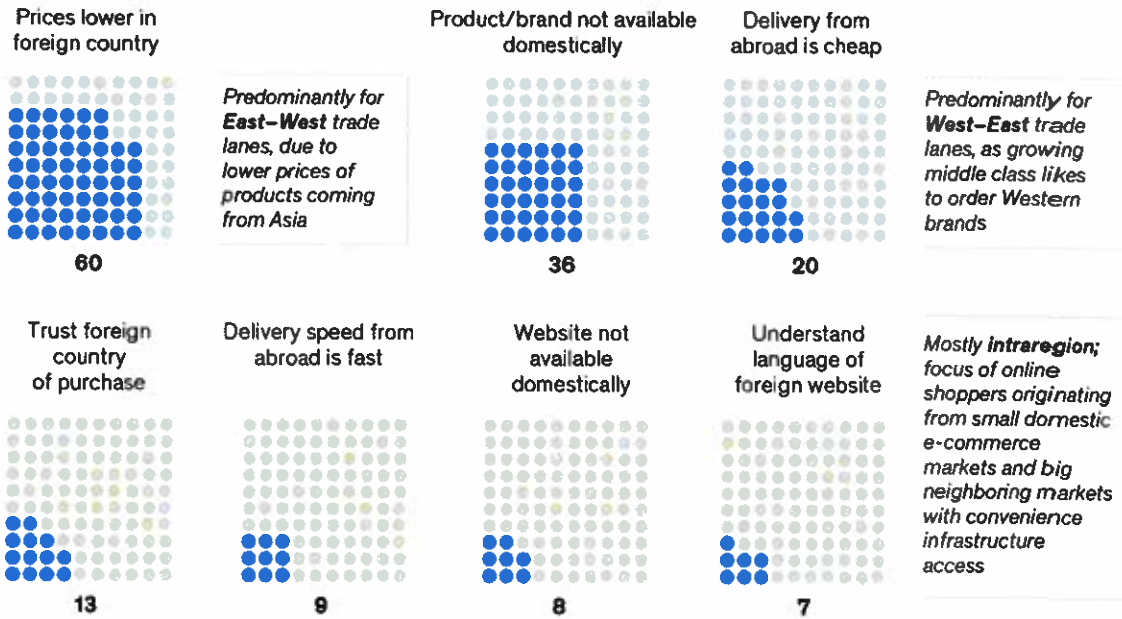
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored why consumers prefer to purchase items in foreign markets, the top reasons employees are quitting their jobs, commercial deliveries via drone, the e-health apps gaining popularity in Germany, and insurers' innovation portfolios.

FEATURED CHART

Bargain hunting abroad

Consumers overall mostly shop for lower prices in foreign markets, but motivations differ by trade lane.

Reasons people purchase items cross-border rather than domestically,¹ % of respondents



¹ Respondents could pick more than one reason.
Source: IPC

[See more](#)



THIS WEEK'S OTHER SELECT CHARTS

- [Arrivals and departures](#)
- [Flights of fancy delivery](#)
- [An app a day?](#)
- [Innovation ain't easy](#)

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Do you have a digital mindset?

publishing@email.mckinsey.com McKinsey & Company

Sunday, July 17, 2022 at 3:27:01 PM Eastern Daylight Time

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New from McKinsey & Company

Do you have a digital mindset?

Digital adoption accelerated during the pandemic and changed business forever. Now, organizations face pressure to make consequential business decisions quickly and in business areas that may have no previous experience with digital tech. Though many organizations recognize the need to become more digital and data-driven, they often struggle to find, cultivate, and keep the talent—and the mindsets—needed to do so. Does your organization have the mindset to reap the benefits of digital? Check out these insights to find out—and what it'll take to get there.

[Read more](#)

Author Talks: Think digital

People have long worried about being replaced by machines, but Tsedal Neeley says the true threat to job security in the digital age is other humans—namely those who know how to use digital tools.

[Improve your skill set →](#)

Digital transformation on the CEO agenda

Successful digital transformations may not be as elusive as you think. The best CEOs know up front what success looks like—and what stands in their way.

[Get better, faster →](#)

Three new mandates for capturing a digital transformation's full value

Most organizations achieve less than one-third of the impact they expected from recent digital investments. What can companies learn from the best performers about how to beat the odds today?

Think differently →

Tech talent tectonics: Ten new realities for finding, keeping, and developing talent

Large incumbents can compete successfully for tech talent—but only if they're ready to completely rethink their entire HR approach. Tech talent think and act differently.

Don't miss out →

How COVID-19 has pushed companies over the technology tipping point—and transformed business forever

A new survey finds that responses to COVID-19 have speeded the adoption of digital technologies by several years—and that many of these changes could be here for the long haul.

Keep up →

The data-driven enterprise of 2025

Rapidly accelerating technology advances, the recognized value of data, and increasing data literacy are changing what it means to be “data driven.”

Increase data literacy →

What is the metaverse—and what does it mean for business?

No official definition yet exists for the metaverse, but companies can't afford to wait until one does or the metaverse fully evolves to start experimenting and investing in it.

Understand opportunities →

How six companies are using technology and data to transform themselves

In the first of a five-part multimedia series airing on CNBC, we look at how the acceleration of digital during the COVID-19 pandemic is shaping the next normal.

Look ahead →

MORE FROM MCKINSEY

More than 700 new tech colleagues to join McKinsey in Atlanta

By 2025, we will nearly double our tech workforce in Atlanta, rising from 800 to 1500 colleagues, and open a new Technology and Innovation Hub.

Do exciting work →

To see more essential reading on topics that matter, visit [McKinsey Themes](#).

— Curated by Katherine Tam, a digital editor based in New York

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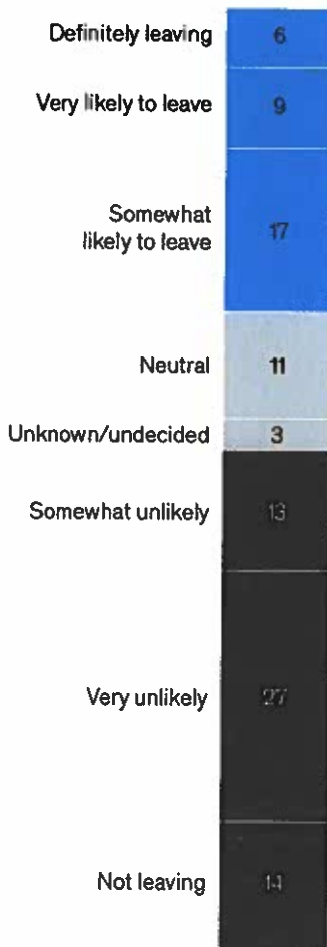
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored why nurses are ready to resign, what's shaping the purchasing decisions of inclusive consumers, the state of education inequities, the behavioral health needs of New York City's racial and ethnic minorities, and aging water systems in the US.

FEATURED CHART

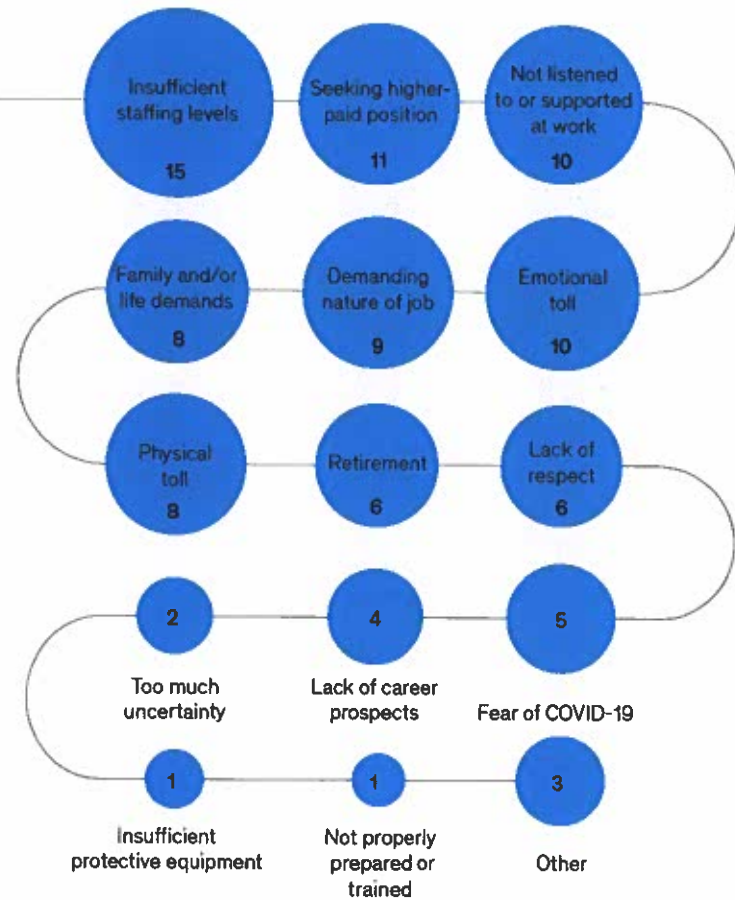
I quit

Surveyed nurses express an increased intention to leave direct patient care.

Likelihood of leaving current position in next year,¹% of respondents (n = 710)



Factors influencing decision to leave,² mean score out of 100 points³ (n = 228)



¹Question: How likely are you to leave your current position providing direct patient care in the next year?

²Question: If you were to decide to leave your current role, to what extent do the following factors contribute to your decision? Question asked only to those respondents who indicated that they were "somewhat likely," "very likely," or "definitely likely" to leave their current position providing direct patient care in the next year.

³Respondents scored each factor on a scale of 1 to 100 in terms of extent of contribution of factor; mean score (out of 100 points) is shown in chart.

Source: McKinsey November 2021 Frontline Workforce Survey

[See more](#)



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[The growing education gap](#)

[New York state of mind](#)

[Pipe dreams no more](#)

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Employees are still quitting; here's how employers should respond

publishing@email.mckinsey.com McKinsey Highlights Saturday, August 6, 2022 at 11:08:32 AM Eastern Daylight Time

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Monthly Highlights, August 2022

Much has changed in the business world since the onset of the COVID-19 pandemic, but one trend has persisted: people keep quitting their jobs. Of workers McKinsey recently surveyed, 40 percent say they're thinking about leaving their positions in the next three to six months—but companies are still relying on traditional levers to attract and retain talent. This month, our featured stories look at the five crucial employee personas that companies must understand to solve the attrition and attraction problem for the longer term, as well as the value of internal mobility among workers. Other highlights in this month's issue include the following topics:

- the strategic implications of inflation
- how US companies can survive a downturn
- how to support individuals who want to help solve society's most complex challenges
- when it comes to office space, what workers want, what employers need, and how workplaces will need to change

Editor's choice



The Great Attrition is making hiring harder. Are you searching the right talent pools?

People keep quitting at record levels, yet companies are still trying to attract and retain them the same old ways. New research identifies five types of workers that employers can reach to fill jobs.

Reassess now →



Learning and earning: The bold moves that change careers



McKinsey's report on human capital highlights the importance of internal mobility in organizations. Here's how to encourage your employees to try more new things.

Enhance knowledge →



THIS MONTH'S HIGHLIGHTS



How inflation is flipping the economic script, in seven charts

The troubling trend is spilling over into every corner of the global economy, with dramatic effects. McKinsey Global Publishing looks at the latest data. [Get ready](#).



Something's coming: How US companies can build resilience, survive a downturn, and thrive in the next cycle

Leaders can both shore up defenses and prepare for growth—if they heed the call for transformational change. [Make bold moves](#)



How can individuals use their influence for positive change?

Collaborative action across multiple sectors could help solve society's most complex challenges. [Download the full report](#)



Choosing to grow: The leader's blueprint

Driving sustainable, inclusive growth requires the right mindset, strategy, and capabilities. Here are some steps that could help foster successful growth.



The office of the future: A whole new (floor) plan

Revisiting your talent strategy for a hybrid world? Think hard about the purpose and design of your office space. [Embrace change](#)



Spotting green business opportunities in a surging net-zero world

Explore how 8 industries may transition to a net-zero world, and how

[Double down on growth investments](#)

organizations can respond with green businesses that create value along the way. [Be bold](#)

ALSO NEW

[Voices of CEO excellence: Morgan Stanley's James Gorman](#)

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[Author Talks: Quiet!](#)

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[Your questions about automation, answered](#)

[Black beauty brands and consumers: Where do we go from here?](#)

SPECIAL FEATURES



Space junk—it's out of this world

Find your flight suit and buckle up for a closer look at the future of space with the latest edition of *McKinsey for Kids*. [Shoot for the stars](#)



Author Talks

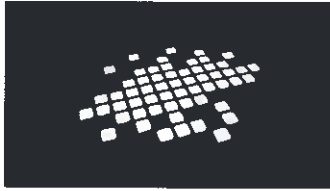
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My Rookie Moment

McKinsey senior colleagues share their formative early-career experiences to help you navigate yours. [Watch the latest episode](#)

McKinsey Classics



The McKinsey Crossword

Sharpen your problem-solving skills the McKinsey way, with our weekly crossword. [Play on](#)

Of the practices that influence an organization's productivity, talent management is often the one most in need of improvement. Read our 2011 classic "How the best labs manage talent."

[Rewind](#)



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— Curated by Eleni Kostopoulos, a digital publishing manager in McKinsey's New York office

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publishing@email.mckinsey.com McKinsey Week in Charts Saturday, May 7, 2022 at 3:56:30 PM Eastern Daylight Time

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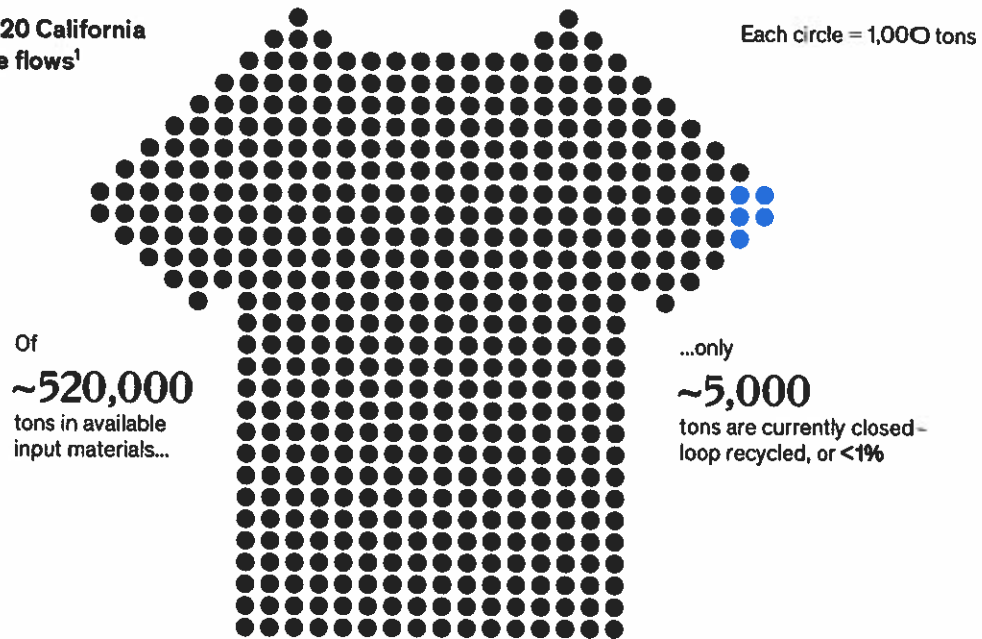
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored clothing waste in California, declining global economic sentiment, the transition to a global net-zero economy, strategic investments for merchant leaders, and elevated container freight rates.

FEATURED CHART

Waste not, want not

490,000–510,000 tons of apparel used by Californians today could be eventually landfilled; only 5,000 tons are closed-loop recycled.

Estimated 2020 California apparel textile flows¹



¹Assumes that total materials used to manufacture apparel in California are derived by applying California GDP/US GDP proportion to total US textile fiber imports in 2020 (estimated 65–75% of total textile fiber output is used in apparel) and that 100% of textile material imports are fabrics.
Source: 2020 guide to the business of chemistry, American Chemistry Council, Dec 31, 2020; A new textiles economy: Redesigning fashion's future, Ellen MacArthur Foundation, Jan 12, 2017; interviews with fashion/circularity experts; "The lifecycle of secondhand clothing," Simple Recycling, Oct 2014; Preferred fiber and materials market report 2021, Textile Exchange, Aug 2021; USDA Economics, Statistics and Market Information System; USDA ERS; US EPA; US International Trade Commission

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[Gloomy days ahead?](#)

[Greener beams](#)

[Let's go to the mall](#)

[Pain in the boat](#)

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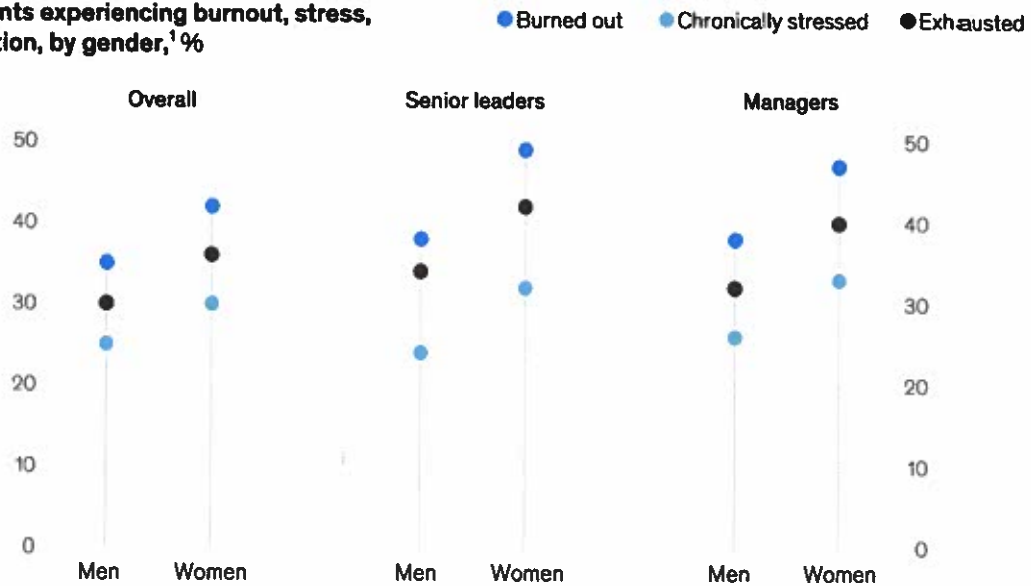
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored the state of burnout for senior women leaders, why speed is essential as we near the end of the pandemic, why sporting-goods companies should prioritize direct-to-consumer models, private funding for ventures involving lunar orbits and beyond, and the cost of the net-zero transition.

FEATURED CHART

Women leaders continue to feel the burn of burnout

Burnout, stress, and exhaustion continue to affect women more than men.

Respondents experiencing burnout, stress, or exhaustion, by gender, ¹%



¹Question: In the last few months, which of the following have you felt consistently at work?
Source: *Women in the Workplace 2021*, LeanIn.Org and McKinsey, 2021

[See more](#)



THIS WEEK'S OTHER SELECT CHARTS

[Ladies and gentlemen, start your engines](#)

[Digital slam dunk](#)

[Investors boldly spending on space ventures](#)

[The cost will not be net zero](#)

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How the best CEOs lead

publishing@email.mckinsey.com McKinsey Highlights Saturday, March 5, 2022 at 11:09:00 AM Eastern Standard Time

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Monthly Highlights, March 2022

When you're the captain of a ship, both the vessel and the voyage rest on your shoulders—whether the water is calm or rough. The same is true for CEOs, and, invariably, a crisis will call for course correcting, recovery, and learning. This month, our featured stories offer leadership lessons from 67 CEOs of some of the world's most successful companies and lay out the shared character traits that enable the best leaders to navigate inevitable storms. Other highlights in this month's issue include the following topics:

- the necessary shift from defensive measures and short-term goals to a sustainable, inclusive growth agenda
- lessons leaders can take from the yearslong pandemic to garner more success in 2022
- the potential of FemTech to help better match resources, talent, and capital to women's unmet health needs
- how B2B companies can shift share meaningfully through greater orchestration, integration, and personalization

Editor's choice



Leadership lessons from the world's best CEOs

The authors of the new book *CEO Excellence*, who interviewed dozens of the top-performing chief executives, share their most memorable encounters and stories.

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How to be an excellent CEO

The best CEOs in the world embrace six mindsets. Find out what they are in this video series.



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THIS MONTH'S HIGHLIGHTS



Three keys to a resilient postpandemic recovery

The path to sustainable, inclusive growth lies in building resilience now. [Look to the future](#)



Back and forth: COVID-19's impact on business in 2021—and today

The years-long pandemic persists. How can companies continue to adapt? [Think ahead](#)



The dawn of the FemTech revolution

As opportunities in women's health accelerate, FemTech is helping to match capital and talent to unmet needs—with promising early results. [Break new ground](#)



The new B2B growth equation

Customers want an always-on, personalized, omnichannel experience. The world's best sellers are giving it to them. [Shift share meaningfully](#)



To improve your supply chain, modernize your supply-chain IT

Global distribution issues and increasingly complex supply chains are forcing companies to modernize the tools they use for forecasting demand and planning how to meet it. [Get with the times](#)



Creating value, finding focus: Global Insurance Report 2022

The insurance industry struggles to create economic profit. But amid COVID-19's enduring changes, opportunities await. [Read the full report](#)

ALSO NEW

New variant, new challenges: How are we coping with Omicron?

Author Talks: Hacking into humanity

How good are your internal operations—really?

Talent at a turning point: How people analytics can help

Fostering an inclusive urban-transit system

How AI-driven nudges can transform an operation's performance

US wealth management: A growth agenda for the coming decade

Author Talks: Don't call it diverse

Creating good packaging for packaged goods

Lockheed Martin's Joe Landon on the emerging space economy

Addressing the state of behavioral health in New York City

Author Talks: Building consumer trust with Google's Neil Hoyne

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Scenario planning can broaden the mind but can fall prey to the mind's inner workings. Learn how to control them with "Overcoming obstacles to



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Building the Next Normal: A Pathway to Safer Spaces

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Thursday, August 4, 2022 at 6:07:27 PM Eastern Daylight Time

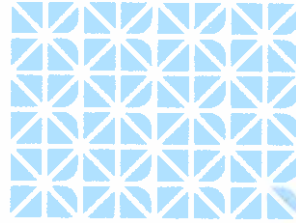
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Building the Next Normal: A Pathway to Safer Spaces



At **R-Zero** we care deeply about the health of the world around us—as a company, and as people who are a part of this society. As we navigate through the changing landscape of variants, regulations, concerns, and solutions, understanding where to focus your efforts is very challenging. This newsletter is intended to help give you data, link you to external resources, and inform you on how best to navigate these waters.



Keeping Current on New Variants & Long COVID

Amid recent COVID spikes in the media and around the world, the new BA.5 variant continues to gain attention across the nation. Here is [our point of view](#) on the recent reinfection data and longer-term impacts.

“For every subsequent Covid-19 reinfection, the rate of chronic disease increases. The higher the number of reinfections the height the probability of developing a chronic disease “

- Dr. Richard Wade, PhD, MPH
Chief Scientist, R-Zero

[Read the Blog >](#)

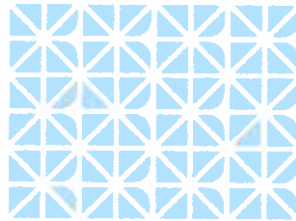
No Regrets Disinfection - Get Started Today

All-in-one pricing that makes doing good easy.
Get up to 15,000 sq ft of protection for \$60k.

As your students, teachers, and staff return to school for the 2023 school year, there's an easy, effective way to prioritize their safety and learning outcomes to create the best learning environment possible. [Learn more about how Beam and Vive](#) can provide always-on, autonomous disinfection for high-risk spaces in your schools.

[Tell Me More About This Offer >](#)

See how [Fort Bend](#) school district put R-Zero's UVC disinfection ecosystem into practice to help students thrive.



How to Assess Indoor Health Risk On Your Campuses

Going back to a shuttered world is not an option. Our society, our economy, and our productivity need to continue. Searching for and implementing passive mitigation options becomes more important and impactful in order to achieve long and short term longevity.

R-Zero UV-C solutions combine hospital-grade disinfection with modern technologies to create a continuous, autonomous disinfection ecosystem. Our ecosystem combats surface and air microorganisms to enhance indoor environments and improve indoor air quality.

[Get the Infographic >](#)

How to Assess Indoor Health Risk on Your Campus

When it comes to keeping indoor air quality environments safe for occupants, there's a lot of scientific research to consider in order to make effective plans for a healthier building.

Your students and staff deserve to learn and connect in the safest indoor environments possible.

That means investments with the best air quality possible.

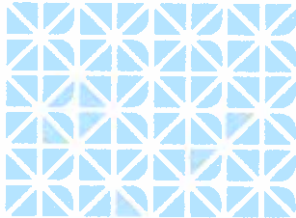
Adhered to the CDC recommendation of 100 air changes per hour (ACH) for healthy indoor air. Every room's fresh air rate is different - where it falls in that range depends on a variety of factors.

Risk profiling assesses indoor spaces through both occupancy and environmental factors:

What are the room's dimensions?	How many people are typically present?	For how long?	What are they typically doing?

Based on these factors, R-Zero's Engineering and Clinical Studies teams created a High - Medium - Low model for risk exposure of educational facilities.

High Risk Room Lecture Hall	Medium Risk Room Classroom	Low Risk Room Library



What Customers Are Saying About R-Zero

We love helping customers connect with the value of UV-C disinfection and the value of promoting the customer's brand as innovators, wellness advocates, and individuals who show their values through action.

Here is a quote a customer shared with us recently:

"We got Arcs toward the back end of the year for across our campuses. Those machines are like another person—you don't have to do true disinfection yourself. The machine will do that for you."

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The Latest From R-Zero



New Study Finds 55% of Air We Breathe is Contaminated

Based on recent sampling in cities across the U.S., R-Zero found that the air we breathe is **5x dirtier** than the surfaces we touch.

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The Knowledge You Need to Promote Healthy Indoor Environments

Blog posts, downloads, videos, and more to help you achieve a new standard of disinfection for your shared spaces

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Your guide to the future of real estate

publishing@email.mckinsey.com McKinsey & Company

Sunday, May 29, 2022 at 3:14:30 PM Eastern Daylight Time

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New from McKinsey & Company

Your guide to the future of real estate

Before the pandemic, changes were already well underway in workplace real estate: more than 13 percent of people were regularly working outside of the office. Now, with Fortune 50 companies alone occupying 2.6 billion square feet of real estate, organizations are looking to merge the best of the old ways of doing business with the best of what was learned during the pandemic. Explore these insights to understand the trends shaping the future of real estate—from changing working norms, to innovation, inclusivity, and climate change—and dive deeper into these topics:

- the past, present, and future of workplace design
- ten bold moves to realign financial-services offices toward learning, inclusion, and innovation
- how climate change poses as a risk and an opportunity for real estate
- how real-estate owners can work with tenants to reimagine the workplace of the future
- how a Swedish real-estate developer has created an innovative, community-based concept for urban living in China

[Read more](#)



Workplace real estate in the COVID-19 era: From cost center to competitive advantage

Companies today should build workplaces that help them realize their strategies. Here's why and how.

3 steps for transformation →

Reimagining the future of financial- services headquarters



The stakes are high for financial-services firms to reorient their offices around learning, inclusion, and innovation.

Keep up →



The rebirth of workspace design: An interview with Gensler co-CEO Diane Hoskins

As offices consider how to reopen after two years of disruption from COVID-19, Hoskins sees an opportunity to create better, more human-centric workspaces.

Reimagine physical workplaces →



The future of the high-rise: Creating people-centric spaces

As the world becomes more urban, more people will live and work in high-rises. What will that mean for builders, real-estate companies, and tenants? In this edition, *The Next Normal* explores the high-rise of 2030.

See what's ahead →



The workplace will never be the same: Imperatives for real-estate owners and operators

The cubicle farm has to go. Offices must be places of magic.

5 ways to adapt →



Climate risk and the opportunity for real estate

Real-estate leaders should revalue assets, decarbonize, and create new business opportunities. Here's how.

Adapt to change →



McKinsey's Private Markets Annual Review

Updated annually, our Global Private Markets Review offers the best of our research and insight into private equity, real estate, debt, infrastructure, and natural resources.

Read the report →



Author Talks: Parag Khanna on the forces creating a new geography of opportunity

Parag Khanna provides a vision of the next phase of human civilization—one that is both mobile and sustainable.

A new equilibrium →



Building sustainable and affordable urban living: A conversation with White Peak's Jesper Jos Olsson

Not many companies are bold enough to enter the challenging Chinese market without a local partner. But a desire to retain full control, and the belief that relying on local partners may hinder its ability to learn and scale, eventually paid off, according to the cofounder of a Beijing-based, Swedish property developer.

Live green →



Reimagining the office and work life after COVID-19

The pandemic has forced the adoption of new ways of working. Organizations must reimagine their work and the role of offices in creating safe, productive, and enjoyable jobs and lives for employees.

Manage the transition →

MORE FROM MCKINSEY



Reimagining the real estate industry for the next normal

How one real-estate developer's focus on digital reinvention before coronavirus is helping it navigate the current crisis and beyond.

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To see more essential reading on topics that matter, visit [McKinsey Themes](#).

— Curated by Katherine Tam, a digital editor based in New York

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Building a global biotech: Taking a first-time launch into international markets

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Building a global biotech: Taking a first-time launch into international markets

Establishing an international presence with a first launch is a challenge, but learning from others' experiences can help biotechs avoid missteps and maximize their chances of success.

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Here's what life could be like in the 2030s

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Curated by **Eleni Kostopoulos**
Digital Publishing Manager, New York

Could this be a glimpse into life in the 2030s?

For many companies—and many industries—the COVID-19 pandemic set off a period of head-spinning change. They realized they were capable of moving faster than they ever thought possible. They went digital in a matter of days, not years. They offered new services almost overnight. If companies sustain this newfound speed and agility, it's conceivable that more innovation will happen in the next ten years than in any previous decade in modern history. Life in the 2030s could be vastly different from today. In our multimedia series called [The Next Normal](#), business leaders and McKinsey experts describe what the 2030s might look like:

- Partner [Jesse Klemper](#) sees a future in point-to-point transport (that is, the idea that you can launch a rocket from New York and land in Paris in 30 minutes).
- Partner [Anna Pione](#) sees offerings that let consumers triage medical issues mostly by themselves, so they'd bring in a doctor only when absolutely necessary.
- Senior partner [Aditya Sanghvi](#) sees the high-rise of the future as a mixed-use building: maybe an office for ten floors, apartments for 15 floors, a hotel for ten, and a club area at the top.

Explore our new [The Next Normal](#) interactive for more evocative—and provocative—predictions across industries, and check out individual editions below.

[Read more](#)

The future of outer space: It's getting crowded out there

Could you soon be taking trips to outer space? Some experts think so. Rocket launches have become much less expensive, so thousands more satellites—and many more people than ever before—can venture into orbit. But more objects in space also mean more space debris and higher risks of collisions. McKinsey experts and industry executives envision the space industry's next decade.

Watch this space →

The future of air mobility: Electric aircraft and flying taxis

Look! Up in the sky! Not a bird ... or a plane ... it's an eVTOL! An eVTOL (pronounced "ee-vee-tol") is an electric vertical takeoff and landing aircraft—and thousands of them could be flying above cities by 2030. Hear McKinsey experts and industry pioneers describe what's coming in the world of "advanced air mobility" (AAM) and how it could affect passengers, pilots, and our planet.

Rise above →

The future of packaging: Smart bottles, edible boxes

Milk jugs with sensors. Personalized wine bottles. Edible boxes and bags. These are just a few examples of the next normal in packaging. They might sound gimmicky now, but they could be commonplace in the coming years.

Get smart →

The future of parcel delivery: Drones and disruption

Everybody likes to get a package. In 2030, we'll send about 200 billion of them. Who will deliver all those packages, and how? See what's ahead in last-mile parcel delivery.

Look ahead →

The future of video entertainment: Immersive, gamified, and diverse

You're at the movies with friends—but the movie is more like a game with a narrative. You feel like you're in the movie because your seat gets hot when there's a fire on screen. And everyone can see and hear the movie in whatever language they choose. That scenario could represent the next normal in video entertainment, according to McKinsey experts and industry executives.

Immerse yourself →

The future of wellness: Connected and customized

The wellness market is booming. Consumers intend to keep spending more on products that improve their health, fitness, nutrition, appearance, sleep, and mindfulness. Explore the fast-changing, fast-growing wellness industry.

Be well →

The future of the high-rise: Creating people-centric spaces

As the world becomes more urban, more people will live and work in high-rises. What will that mean for builders, real-estate companies, and tenants?

Look up →

The future of shopping: Technology everywhere

The COVID-19 pandemic has reset the retail game board. The most successful retailers will be those that connect with consumers in new ways by leaning in on their digital, omnichannel, and in-store technology ambitions.

See what's in store →

The future of car buying: Omnichannel, personalized, and fun

If shared mobility and autonomous vehicles take off, will people still buy cars for personal use? And what will car shopping look like?

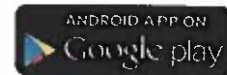
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ALL THE WEEK'S DATA THAT'S FIT TO VISUALIZE

Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—as we strive for sustainable, inclusive growth. In case you missed them, this week's graphics explored the value of diverse-owned businesses, long-duration energy storage (LDES) technologies, the corporate sector's reaction to the war in Ukraine, sustainable operations for semiconductor manufacturers, and Americans' pessimism about economic opportunity.

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Diverse building blocks

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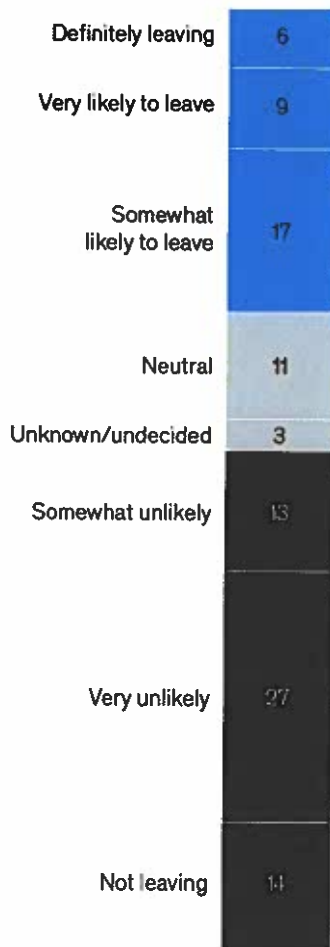
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored why nurses are ready to resign, what's shaping the purchasing decisions of inclusive consumers, the state of education inequities, the behavioral health needs of New York City's racial and ethnic minorities, and aging water systems in the US.

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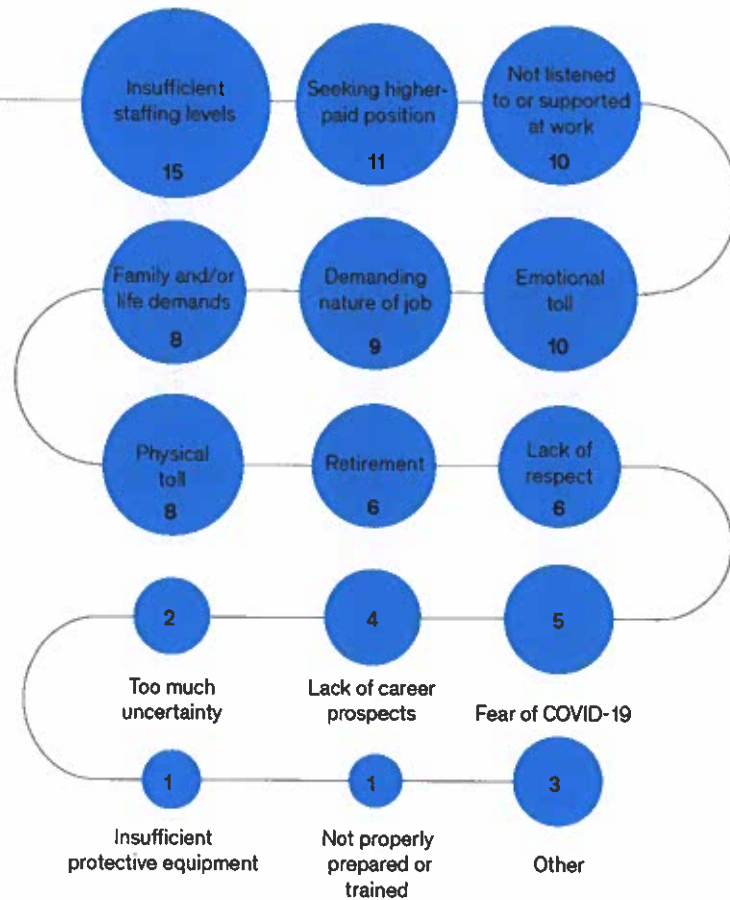
I quit

Surveyed nurses express an increased intention to leave direct patient care.

Likelihood of leaving current position in next year,¹% of respondents (n = 710)



Factors influencing decision to leave,² mean score out of 100 points³ (n = 228)



¹Question: How likely are you to leave your current position providing direct patient care in the next year?

²Question: If you were to decide to leave your current role, to what extent do the following factors contribute to your decision? Question asked only to those respondents who indicated that they were "somewhat likely," "very likely," or "definitely likely" to leave their current position providing direct patient care in the next year.

³Respondents scored each factor on a scale of 1 to 100 in terms of extent of contribution of factor; mean score (out of 100 points) is shown in chart.

Source: McKinsey November 2021 Frontline Workforce Survey

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Indexing immunity

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Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored the effects of the pandemic on shipping volumes in China, how mobility players are keeping pace with the effort to limit warming to 1.5 degrees C, the transition to electric mobility in sub-Saharan Africa, and the relevance of various risk types to European leaders across several industry sectors.

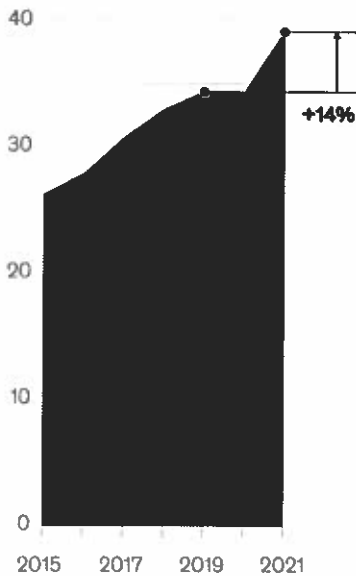
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China makes, the world takes

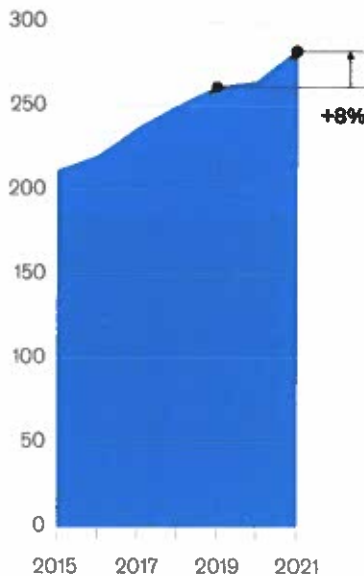
COVID-19 had an immediate dampening effect on freight volumes in China, but all delivery modes rebounded and surpassed prepandemic levels by 2021.

China freight volume metrics

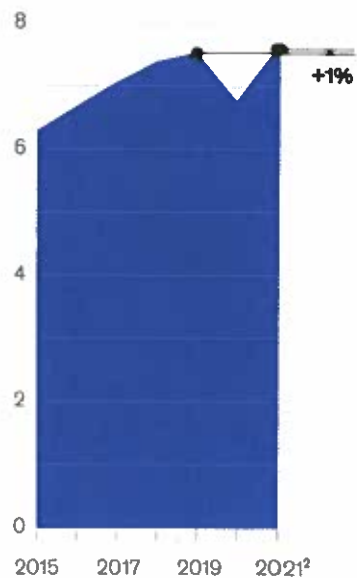
Road freight volume,¹
billions of tons



Container throughput,²
millions of TEUs



Air freight volume,
thousands of tons



¹Road freight volume before 2019 is adjusted according to a special survey of road transport by the China Ministry of Transport.

²2021 full-year air freight volume extrapolated with Jan–Oct year-over-year growth rate, as Nov and Dec data not yet disclosed.

Source: CEIC; China Ministry of Transport

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Your fridge, the wellness monitor? Welcome to life in the 2030s

publishing@email.mckinsey.com McKinsey Shortlist

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Edited by **Barbara Tierney**
Senior Editor, New York

This week, experts predict what life will be like ten years from now—from shopping to eating to traveling in space. Plus, an interview with venture capitalist Bill Gurley, and how to address Europe's technology gap.



When the present day feels fraught, sometimes it's worthwhile to think about the exciting changes that may be coming down the pike. In fact, it's conceivable that more innovation will happen in the next ten years than in any previous decade in modern history. That means [life in the 2030s could be vastly different](#) from today. McKinsey continues to ask leaders to look beyond the near-term future and envision their respective industry's next decade. Here are some of their predictions:

Entertainment. Movies will be [interactive and immersive](#). For example, if there's a wintry scene on screen, you and your friends will all feel cold wind blowing on your faces. Choosing what to watch will be easy, because algorithms will know exactly what you want to see, when you want to see it, and with whom. And content will be borderless. "[As technology shrinks the world](#), it's really becoming one global marketplace for content," says Jeffrey Hirsch, president and CEO of Starz.

Shopping. The in-store shopping experience [will be highly personalized](#). When you walk into a clothing store, digital mannequins will change what they're wearing based on what *you* are wearing. When it comes to groceries, we could see food containers with sensors letting you know if the item is spoiled, and [edible boxes and bags](#).

Wellness. Once again, personalization is key. [Connected devices](#) will track your health and wellness more extensively than they can now. Your refrigerator will make suggestions about what you should eat and drink based on how much sleep, exercise, and nutrients you've gotten that day (probably no pizza for breakfast). If having a fridge monitor feels a little creepy, you may be interested in the growing field of [data ethics](#). [Anna Pione](#), a McKinsey partner who focuses on [consumer](#)

[health and wellness](#), believes there will be “a lot more offerings that let consumers triage any medical issues and [take care of things mostly by themselves](#), so they’d only bring in a doctor when it’s absolutely necessary.”

Space. This category is [fun to contemplate](#). A short stay at a space hotel? A weekend on the moon? Because rocket launches will become much less expensive, many more people will venture into outer space. [Tens of thousands of satellites](#) will be up there, too, allowing everyone on Earth to connect to the internet from anywhere. Experts believe space exploration will help solve problems on Earth, such as helping to mitigate [agricultural challenges](#). “Earth-observation data allows policy makers, businesses, civil society, and the media to obtain a common picture of global risks and take preemptive action,” notes [Robbie Schingler, chief strategy officer at Planet Labs](#). “Rather than just living on a changing planet, we can help it thrive.”

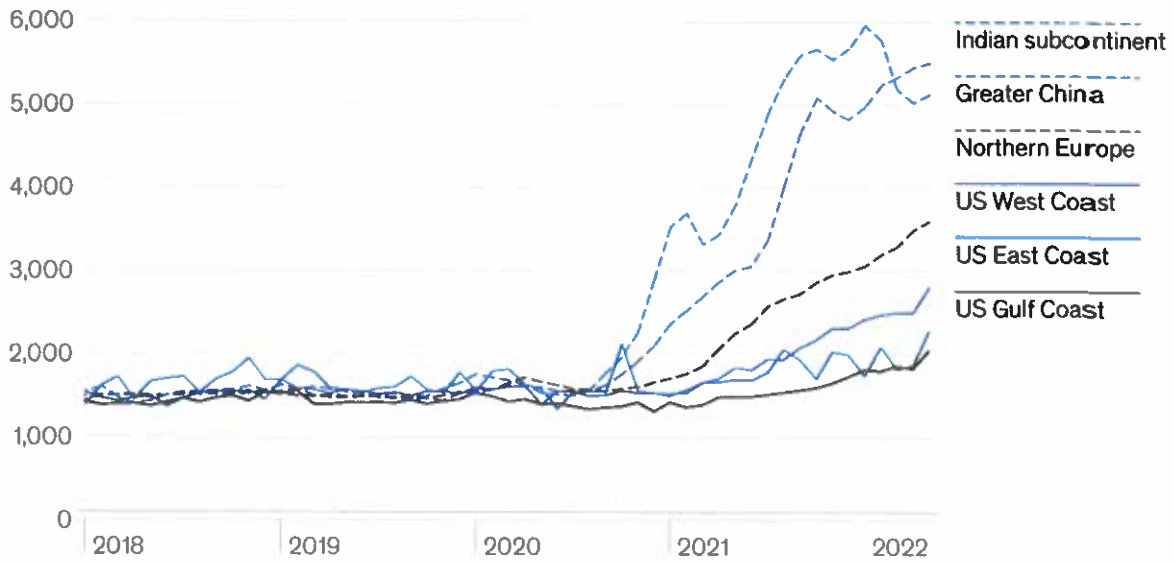
Explore other expert predictions about life in the 2030s—from [high-rise buildings](#) to [car buying](#) to [hospital care](#)—in our [Next Normal video series](#).

OFF THE CHARTS

Rough seas for freight

Sea freight rates are keeping [the global supply chain](#) under pressure. Since the start of the COVID-19 pandemic, rates have increased sharply—particularly in the Indian subcontinent and Greater China. On a longer-term horizon, rates are more than 20 times higher than they were at the beginning of the 2008–09 Great Recession.

Global seaborne containerized shipping price index by subregion,¹ 2008 = 100



¹The aggregated price indexes measure the extent to which the weighted average sea freight rate per TEU (20-foot-equivalent unit) has changed over each calendar month relative to the weighted average sea freight rate for 2008. The underlying sea freight rates include all surcharges and ancillary charges except inland haulage.
Source: Container Trades Statistics

Check out our chart of the day
[here.](#)

INTERVIEW



Bill Gurley: ‘The fantasy was the past five years’

What are the promises and perils facing start-ups at a moment of economic uncertainty? If hybrid work is good for hiring and productivity, is it also good for serendipity? Are valuations still frothy or have they corrected enough yet? Why is access to talent much easier now? Venture capitalist Bill Gurley, a general partner at Benchmark who has backed Grubhub, OpenTable, and Uber, digs into these topics and more [in a recent interview with McKinsey](#).

MORE ON MCKINSEY.COM

[How to secure Europe’s competitiveness](#) | Unless Europe catches up with other major regions on key technologies, it will be vulnerable on growth and competitiveness. Here are ways to address this technology gap.

[Gen Z’s perspectives on mental health](#) | A new McKinsey Health Institute survey finds that Gen Z may have higher levels of perceived stigma when it comes to mental health issues compared with other generations, but they may be more accepting of people with mental illnesses.

[Low-carbon fun: Making RV manufacturing greener](#) | Customers have shown that they are willing to pay a higher price for more eco-friendly recreational vehicles, such as electric four-wheelers or boats. Some trailblazing companies have moved toward producing these alternatives.

PARTING QUOTE

“Kids’ sports are meant to be for kids.
If they can’t play when you’re not there,
there’s something unhealthy going on.”

Linda Flanagan

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The week in charts

publishing@email.mckinsey.com McKinsey Week in Charts

Saturday, August 20, 2022 at 3:02:30 PM Eastern Daylight Time

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The Week in Charts

ALL THE WEEK'S DATA THAT'S FIT TO VISUALIZE

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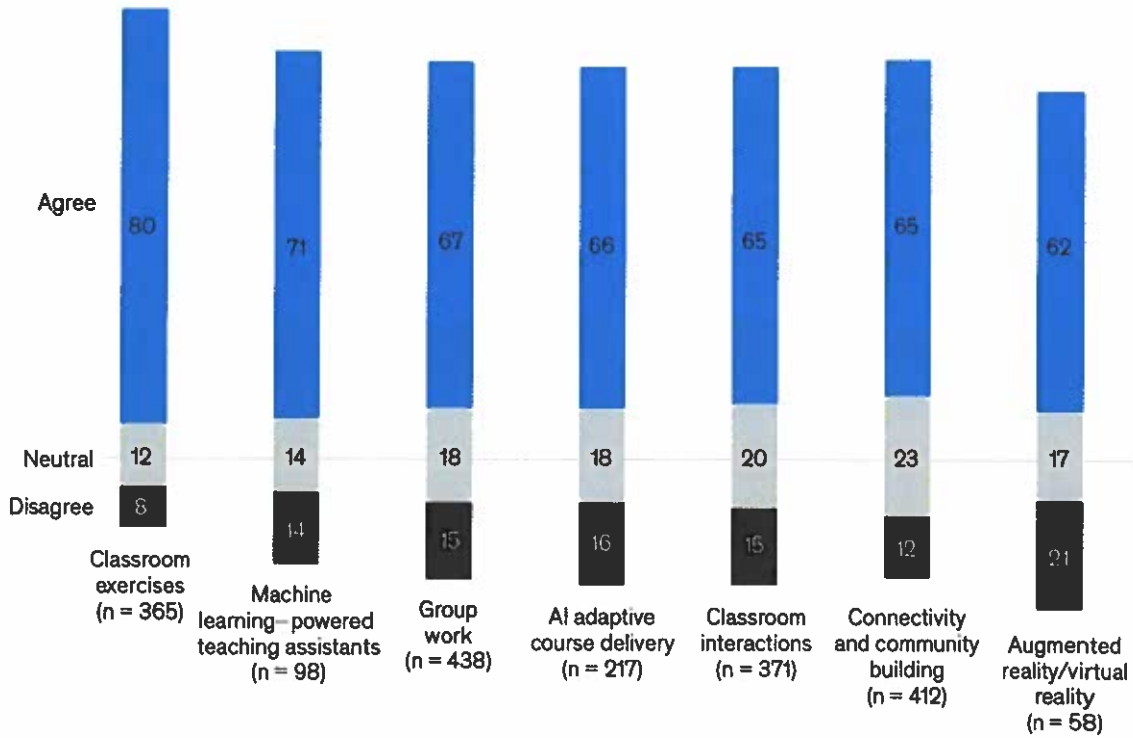
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—as we strive toward sustainable and inclusive growth. In case you missed them, this week's graphics explored machine learning in higher education, biopharmaceutical outperformers, life insurers, black beauty brands, and retail media networks.

FEATURED CHART

Machine learning meets higher learning

All the learning technologies analyzed are viewed positively by most students.

Impressions of learning technology,¹ % of student respondents



Note: Student progress monitoring is not included, because it is not used by students.

¹This technology helps me to improve my learning and my grade.

Source: Nov 2021 McKinsey survey of 634 faculty members and 818 students from public, private, and minority-serving colleges and universities

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THIS WEEK'S OTHER SELECT CHARTS

[Doubling down on innovation](#) →

[A cost-efficiency conundrum](#) →

[Underrepresented in revenues](#) →

[Myth busting in marketing](#) →



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publishing@email.mckinsey.com McKinsey Week in Charts Saturday, May 28, 2022 at 3:38:30 PM Eastern Daylight Time



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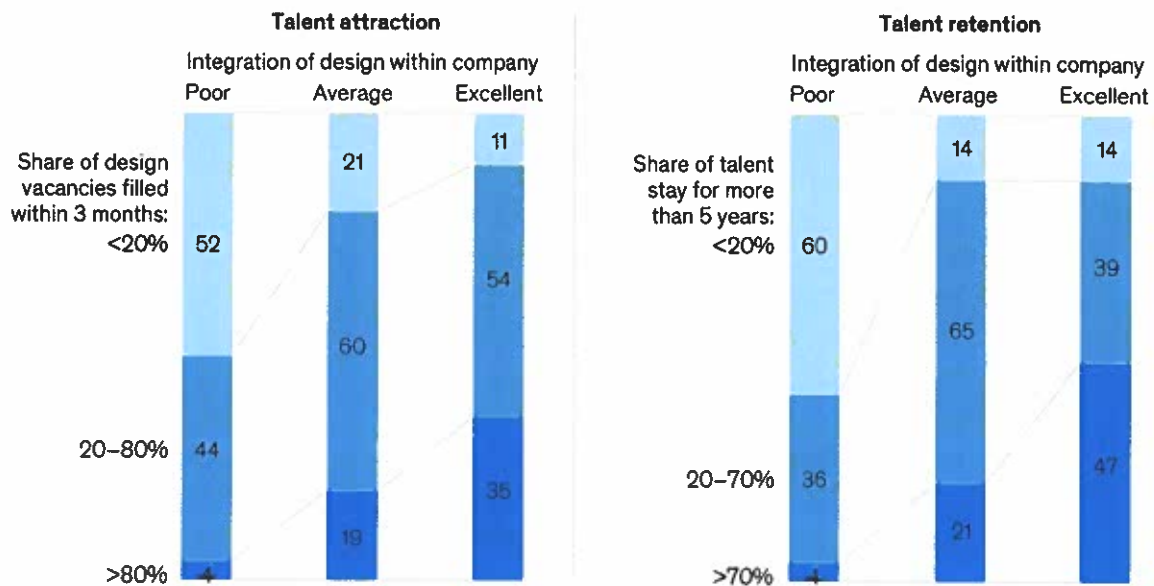
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored how companies can retain design talent, global disease burdens, the largest lithium reserves, the popularity of grocery delivery, and working moms in the US.

FEATURED CHART

The art of talent retention

Designers stick when blended in.

Cross-functional design integration vs attracting and retaining talent



Source: BVoD More than department survey (n = 250)

[See more](#)



THIS WEEK'S OTHER SELECT CHARTS

[Healthy people could lead to healthier economies](#)

[These countries are driving lithium production](#)

[A taste for home delivery](#)

[Working moms bear the care burden](#)

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The why and how of ESG

publishing@email.mckinsey.com McKinsey
Highlights

Saturday, September 3, 2022 at 11:02:36 AM Eastern Daylight
Time

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Monthly Highlights, September 2022

Organizations have been allocating more resources toward improving ESG (environmental, social, and governance) efforts, but the acronym has consistently encountered doubt and criticism—namely, for being perceived as a distraction and intrinsically too difficult. Senior partners [Lucy Pérez](#), [Vivian Hunt](#), [Hamid Samandari](#), and coauthors rebuke those claims, asserting that ESG is now more essential, relevant, and quantifiable than ever. Does ESG really matter to companies? What is the business-grounded, strategic rationale? This month, our featured stories look at the *why* of ESG (that is, why ESG matters to companies), as well as the *how* of ESG (that is, how companies can take a more systematic and rewarding approach to ESG). Other highlights in this month's issue include the following topics:

- ten imperatives that should guide organizations seeking to outgrow and outearn their peers
- why companies should focus on resiliency and cost but also make intentional bets for longer-term growth
- the technology trends that matter most for companies in 2022
- why leaders should play offense and defense during times of volatility

Editor's choice

Does ESG really matter—and why?

Although valid questions have been raised about ESG, the need for companies to understand and address their externalities is likely to become essential to maintaining their social license.

Deliver meaningful impact

How to make ESG real

While ESG is likely to evolve both in substance and name in the coming years, its underlying impulse is here to stay.

Here's how companies can take a more systematic and rewarding approach to ESG.

Be effective

THIS MONTH'S HIGHLIGHTS

The ten rules of growth

Empirical research reveals what it takes to generate value-creating growth today. [Follow a holistic blueprint](#)

The Great Uncertainty: US consumer confidence and behavior during inflationary times

Our latest Consumer Pulse research shows that there's more pressure than ever on consumer confidence. But despite a general feeling of pessimism, there are signals of hope in consumer behavior. [Tap into consumer sentiment](#)

McKinsey Technology Trends Outlook 2022

Which technology trends matter most for companies in 2022? New analysis by the McKinsey Technology Council highlights the development, possible uses, and industry effects of advanced technologies. [Explore the research](#)

Strategic courage in an age of volatility

Today's challenging environment requires business leaders to hone their edge in three critical areas: insights, commitment, and execution. [Focus now](#)

Race in the workplace: The frontline experience

Three of four frontline workers want to be promoted, but less than one in four achieves it. Companies can take targeted actions to better support these workers. [Get new DEI insights](#)

Where delegation fails: Five things only the enterprise CEO can do to build new businesses

Business building is increasingly important for company resilience, and CEOs are uniquely suited for the job. Here are five tasks that CEOs can undertake to build successful new businesses. [Chart a bold path](#)

ALSO NEW

A reflection on global food security challenges amid the war in Ukraine and the early impact of climate change

Author Talks: Don't skip the 'soft stuff'

Network effects: How to rebuild social capital and improve corporate performance

Three big moves that can decide a financial institution's future in the cloud

How Americans are feeling about economic opportunities and the future

Freelance, side hustles, and gigs: Many more Americans have become independent workers

'When it comes to mental health, all countries are developing countries'

The growth triathlon: Three pathways to extraordinary growth in the consumer sector

People and places: How and where to work next

'Making the world a better place never feels like work': An interview with chief DEI officer Indhira Arrington

Author Talks: 25 million ... and counting

SPECIAL FEATURES

2022 summer reading guide

McKinsey's annual book list from leaders, authors, and editors is back—with something for everyone.

[Browse 100+ picks](#)

Spotting green business opportunities in a surging net-zero world

Explore how eight industries may transition to a net-zero world, and how organizations can respond with green businesses that create value along the way.

[Make bold moves](#)

My Rookie Moment

McKinsey senior colleagues share their formative early-career experiences to help you navigate yours. [Watch the latest episode](#)

The McKinsey Crossword

Sharpen your problem-solving skills the McKinsey way, with our weekly crossword. [Play now](#)

McKinsey Classics

Hard times call for creative solutions. How can companies maintain or improve their service levels while managing costs?

Read our classic article, "Maintaining the customer experience." [Rewind](#)

Readers & Leaders

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— Curated by Eleni Kostopoulos, a digital publishing manager in McKinsey's New York office

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publishing@email.mckinsey.com McKinsey Week in Charts Saturday, April 30, 2022 at 3:32:31 PM Eastern Daylight Time

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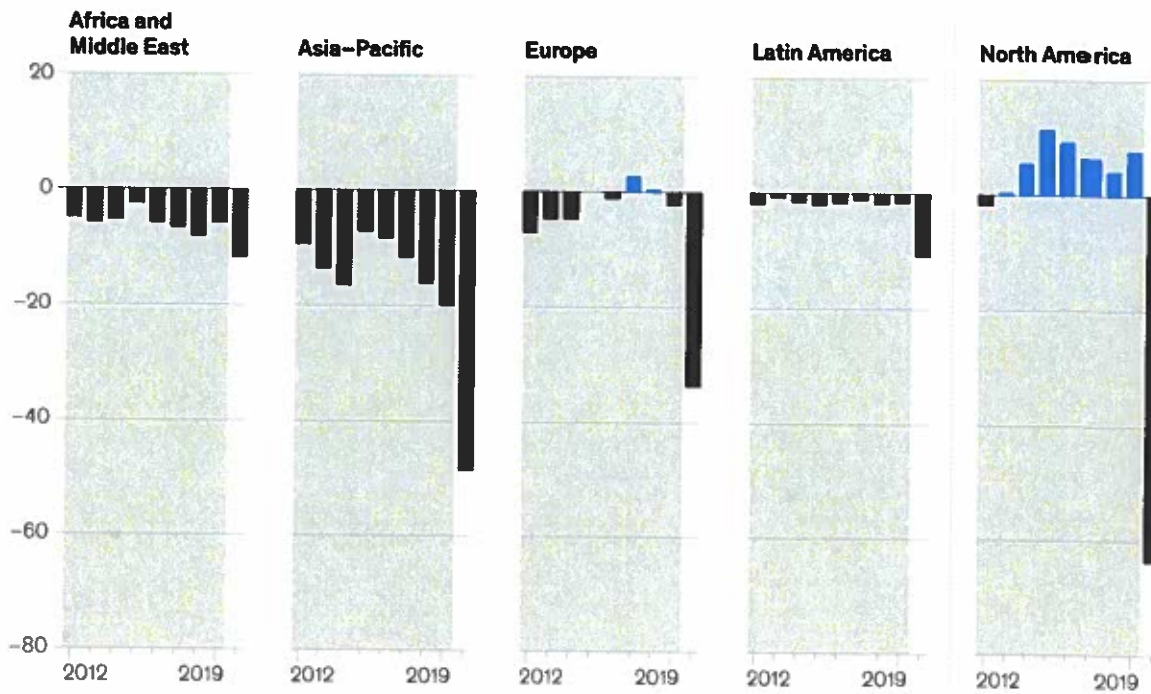
Our [Charting the path to the next normal](#) series offers a daily chart that helps explain a changing world—during the pandemic and beyond. In case you missed them, this week's graphics explored the pandemic's impact on aviation, embedded systems development, the global learning crisis, the future of healthcare delivery, and the ways that revenue growth management is impacting foodservice.

FEATURED CHART

Airline values in a tailspin

Before COVID-19, airlines destroyed value in all regions except North America.

Estimated yearly value creation/destruction by region, \$ billion



Estimated economic value creation, 2012–19, cumulative, \$ billion



Source: McKinsey analysis

[See more](#)



THIS WEEK'S OTHER SELECT CHARTS

[Growth spurt](#)

[Lost time](#)

[With patients come great rewards](#)

[The cost of dining out](#)

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PACEs Connection Daily Digest: March 8, 2022

communitymanager@pacesconnection.com PACEs
Connection

Tuesday, March 8, 2022 at 12:04:57 PM Eastern Standard
Time

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March 8, 2022

Join the Movement to Prevent ACEs, Heal Trauma & Build Resilience.



DAILY DIGEST

A decorative graphic consisting of a horizontal line with several colorful circles (blue, green, yellow) and curved lines extending from the line, resembling a stylized path or a series of connected nodes.

[Black-led urban farms are thriving-until they have to fight for their land](#)

Source: [The Guardian](#)

For the last 10 years, residents in the south Baltimore neighborhood of Cherry Hill who struggled to access affordable food had a reliable place to go.

Visitors to the Cherry Hill Urban Community Garden, a 1.5-acre urban farm, would find cheap, fresh vegetables and a strong sense of community.



[How war became a crime](#)

Source: [Vox](#)

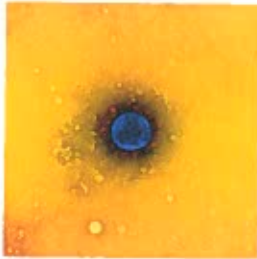
If anything, the current crisis is an example of the norm working as intended: Once it was violated by Russian President Vladimir Putin, he faced overwhelming (but non-military) punishment from the international community for that violation.

[Greater Good Resources for Peace and Conflict](#)



Source: [Greater Good Magazine](#)

We gathered articles that explore the roots of peace, war, and reconciliation; offer resources for well-being and activism; and remind us of human goodness.



[Public health experts sketch a roadmap to get from the Covid pandemic to the 'next normal'](#)

Source: [STAT](#)

A new report released Monday charts a path for the transition out of the Covid-19 pandemic, one that outlines both how the country can deal with the challenge of endemic Covid disease and how to prepare for future biosecurity threats.



[Using Language to Shape our Future and Open our Minds; From Protection to Connection](#)

Source: [PACEs Connection](#)

As I have learned over many years, both from working as a Speech Language Pathologist, helping children to learn how to speak and formulate language, by studying semantics, syntax, pragmatics and from coaching and supporting others with and social and emotional language, words are so influential.



[Fortifying Your Workplace With Love](#)

Source: [PACEs Connection](#)

In our fast paced and ever changing world, it is up to each individual to find ways to nurture our physical, mental, and emotional well-being throughout our work day.



PACEs CONNECTION EVENTS

[Mark your calendars for PACEs Connection's next "Historical Trauma in America" series installment | March 17, 2022](#)

Discussions will include the treatment of Indigenous Americans and Latino Americans, immigration, racial discrimination, mass incarceration and labor exploitation among other

relevant topics.



MEMBER REQUESTS

From Alysa: [Youth Loneliness studies needed](#)



MEMBER POSTS

Shirley Davis: [Codependency and Narcissistic Abuse](#)

Laura Gallant: [Week of HOPE: Day One - All About HOPE](#) , [Week of HOPE: Day Two - HOPE in Practice](#)

Craig McEwen: [What the new PACEs Science 101 misses](#)

John Burek: [Functional Family Therapy \(FFT\) Training Now Available for Private Practice](#)



CALENDAR EVENTS

March 8

Online: [Second Annual HOPE Summit - Growing HOPE](#)

Online: [Neuroscience of Trauma and Resilience - Removing Unwanted Imprints](#)

March 8-10

Online: [Risking Connection Basic Training](#)

March 15 (next week)

Online: [Miss Kendra Webinars March 2022: Why Teachers Should Not Quit the Profession](#)

Quick Links

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