



A career at Innosight is all about the future. You'll learn how to shape a brighter future for companies by helping them grow and innovate. And you'll develop capabilities that will position you for success, no matter what future you choose to create.

Our culture is rooted in collaboration, not competition. On every project, we focus on not only meeting the client's goals, but also ensuring team members realize their personal growth opportunities. By helping one another thrive professionally, we strengthen the firm as a whole.

At Innosight, you'll travel a career path that rewards individual merit above all else. You won't have to spend a predetermined number of years in a position before earning promotion. If you perform, advancement will follow. Some analysts have been promoted to associate after one year, others after three years. We recognize that people develop at different paces.

### OUR CONSULTING ROLES



#### ANALYST

An analyst is an essential part of the project team at Innosight. Your primary role will be contributing to the team's problem-solving and communication activities. You'll also assume full ownership of assigned analyses and workstreams, receiving a moderate level of direction and support while helping teammates address client needs.

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#### ASSOCIATE

An associate has many of the same responsibilities as an analyst, including contributing to the project team's problem-solving and communication activities. However, you'll be expected to assume full ownership of workstreams and deliver with minimal direction and support. Working closely with teammates, you'll also help develop recommendations for the client and sometimes present these findings at client meetings.

#### SENIOR ASSOCIATE

As a senior associate, you'll begin to take on a more managerial role. Your main responsibility will be supporting the manager of the project team. In addition, you'll structure a work plan and storyline around a workstream, including guiding problem solving.

#### MANAGER

A manager is responsible for overseeing a project from start to successful completion. You'll develop and execute detailed work plans — including leading problem structuring, analysis and problem solving — and manage the day-to-day work of the project team. As a leader in the firm, you'll manage, help develop and mentor junior consultants while also collaborating with Innosight associate partners and partners on managerial issues. Finally, you'll have considerable client exposure and lead/facilitate meetings with the client and your team.

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### LEARNING AND PROFESSIONAL DEVELOPMENT

We're just as committed to your professional success as you are. That's why continuous learning and professional development are central to the Innosight experience.

During your time here, you'll develop skills like these through a blend of formal training and one-on-one mentorship:

- Core consulting: the fundamentals of being a consultant, no matter what the firm
Innosight consulting: driving impact by understanding and applying Innosight frameworks
Management: managing yourself along with the activities of the team, client and firm
Leadership: leading with a professional presence across all contexts, including relationship management and negotiations

Here's a closer look at learning and professional development at Innosight.

#### NEW-HIRE BOOTCAMP

Whether you're brand new to consulting or have several years of experience, you will participate in our new-hire bootcamp. This seven-day learning program (four days for interns) will give you the basic tools you need to start contributing on project teams right away. Bootcamp will enhance your core problem-solving skills and clarify the Innosight approach to pursuing new growth opportunities, building new ventures and capabilities, and accelerating organizational change. You'll learn by doing, working as part of a team to crack a case modeled on a recent client engagement.



#### MENTORSHIP AND ADVISING

Upon joining Innosight, you'll be assigned a peer mentor and a development leader.

Your peer mentor will be a useful resource as you ramp up, helping you navigate the firm and understand your role.

Your development leader is the manager or associate partner who will handle your evaluations and serve as a formal advisor on your long-term personal development.

Over time, you'll find that much of the learning here happens on the job. We've created a culture where all team members should feel free to request — and offer — real-time feedback on project performance. Also, we encourage you to develop informal mentoring relationships with managers, associate partners and partners.

#### PROGRAMS, EVENTS AND INDIVIDUAL INITIATIVES

As your career progresses, you'll participate in a series of professional development programs designed to improve your executive presence along with project management and leadership skills. In addition, we regularly host learning events to bring in outside perspectives to inform and inspire our work.

If you have a particular initiative you'd like to explore on your own, you'll be able to leverage professional development funds to apply toward job-related courses, books and seminars.

#### ADVANCED PROFESSIONAL DEVELOPMENT PROGRAMS

For consultants who grow into the associate partner and partner roles, we host programs focusing on issues such as business development, client management and firm leadership.



## Meet Aisaku Pradhan Manager and Photographer

"Our people come from a wide range of backgrounds, and that variety creates room for creativity."

### ALL ABOUT IDEAS

One big reason I chose to work at Innosight is our focus on helping companies grow their existing ideas or come up with new ideas that we help them grow. You get a lot of practice understanding how to conceive an idea, convince others that it's a good idea and build out that idea into something that's compelling, complete and a foundation you can build upon. And just as important, you learn what to do when something doesn't succeed — knowing when to step away before spending too much time and resources on it.

### A PATENT, QUANTUM DOTS AND OTHER WEIRD CREDENTIALS

I studied engineering in college, and I hold a design patent for a device that improves the accessibility of multifunctional printers for people who are blind. I'm far from the only one at Innosight who has a weird credential like that on my résumé. For example, there's a partner here who did his Ph.D. presentation on quantum dots, which are tiny, unstable pieces of the universe. Our people come from a wide range of backgrounds, and that variety creates room for creativity. It's really cool that a relatively small firm has that kind of variety.

### HELPING A CLIENT CONFRONT CHANGE

The automotive industry hasn't changed dramatically in the last century or so, but it will in the next couple of decades. Going to a gas station to fill up the tank, even owning a car — those things will become less and less common. We've worked with the CEO and executive team of an automotive company to help them understand what the future of their industry will look like. We've also helped them refine their strategy for what they want their company to be in response.

### BITTEN BY THE TRAVEL BUG

I've had great opportunities to travel at Innosight. The first project I worked on here took me all over Europe and the U.S. In 2015, I spent a good chunk of the year working for a company with operations in Belgium. I really enjoy experiences like that. It's a chance to see different parts of the world and interact with different types of work cultures. You get to see things and have experiences that you wouldn't as a tourist.

### LIFE THROUGH A DIFFERENT LENS

In college, I started working with imaging equipment for a small military contractor. I got to use some of the best professional cameras out there. I began borrowing cameras and using them on my own time to learn how they worked. I fell in love with the idea that you could capture a moment in time forever, and do it in a way that reflects how you want that moment to be captured. Back then, I did a lot of urban landscapes — large-scale stuff. Now I do a lot of urban sidewalk photography, which is on a smaller scale and fits right in with my daily habit of wandering around the city in Boston.

#### JOINED INNOSIGHT AS

Analyst, 2010

#### LOCATION

Boston



## Meet Andy Parker Partner and Sports Nut

"Everyone is crazy intelligent, with a little quirkiness thrown in."

### COMING TO SINGAPORE

I am from the UK and have always looked to maximize my travel to interesting places. In 2011, I was working in London for Accenture and heard about an opportunity at their Innovation Center in Singapore. While I'd never actually been to Singapore, I hopped on a plane and went there ready for the next adventure. Despite occasional moments early on where I questioned the decision, I can look back now and say I have truly loved my time here. I have made life-long friends and was even lucky enough to meet the woman who became my wife.

### NEXT UP: INNOSIGHT

While I was thinking about what would come next in my career, a recruiter contacted me about Innosight. I did my research and loved what I read. The interview process was pretty extensive; I remember the recruiter sending me résumés of the people I'd be interviewing with. I was blown away by their credentials and achievements. I knew I'd be joining a high-caliber organization. I was also taken by the kind of work I'd be able to do here — helping companies grow rather than IT business cases, outsourcing jobs, trimming costs, etc. It's been everything I'd hoped for.

### THE SINGAPORE TEAM

We have 12 people working in our Singapore office. It's a small, close-knit family. We have people who are Indian, Canadian, Finnish, American, Danish, English and, of course, Singaporean. Everyone is crazy intelligent, with a little quirkiness thrown in. Which means lunch conversations can be a bit odd; you learn about a wide range of things that aren't necessarily useful in life, but are certainly interesting.

### A SMALLER FIRM THAT THINKS BIG

At a large consulting firm, you have more protection. That is, there's usually someone else in the firm, somewhere in the world, who has already done what you're trying to do. You can email someone a question, and you'll wake up the next morning with a reply in your inbox. At Innosight, you're a little more on your own. That's a good thing, an opportunity for growth. You have to get out there and solve problems by yourself and with your teammates. And while Innosight is on the smaller side, we really punch above our weight. For a 100-person company, it's quite a brand.

### TAKING IT SLOW

I'm very lucky to have been to over 60 countries. When I was younger, I thought I had to cram everything into each day. Now that I'm in my mid-30s, I much more appreciate standing still a bit. Sometimes you have to take the afternoon off. Slow down — you might see something interesting, meet someone interesting.

### A PASSION FOR THE PITCH (EVEN IF FROM AN ARMCHAIR)

I'm absolutely sports-crazy; it's my No. 1 passion in life. I spend way too much time following sport — football, cricket and rugby are my top three. I've largely transitioned from being on the pitch to watching on my armchair. My wife goes a little crazy with the amount of sport I'm able to consume, but she thinks it's a lot better than some of the hobbies I could have.

#### JOINED INNOSIGHT AS

Senior Associate, 2013

#### LOCATION

Singapore