DECIDE
How Your Organization Performs
This was eye-opening and super helpful. We will do a better job on this acquisition decision based on what we’ve learned, and I’m really excited about this red teeming process and applying it to the rest of our decision-making.”

- Chief Executive Officer,
  Leading Global Electrical Company

We were able to sit down and decide what was best for the organization, and align our interests. We closed a $20 million deal in six days versus the usual six weeks.”

- Senior Executive,
  Leading Hardware Manufacturing Company
Tackle the speed and quality of your organization’s decision-making.

Decision-making is at the heart of what leaders and organizations do. All leaders and managers acknowledge the critical importance of making, communicating, and implementing better decisions faster. Yet in our work with hundreds of organizations around the world we find leaders continuously unhappy with the state of their organization’s decision-making. What’s wrong?

McChrystal Group’s research and experience has revealed that organizations with decision-making is strongest in organizations that mix strong cultural and structural processes. It is insufficient to focus strictly upon a decision-making process or role assignments. McChrystal Group works with companies to build culture and process together, and to improve how leaders actually make decisions in the context of their unique environments.
Every Organization Decides Differently

Decision-making is always contextual. We focus on finding the root causes for why your organization’s decisions are slow, bottle-necked, risk-adverse, and siloed, and why teams are insufficiently empowered to make decisions. Once we identify those root causes, we co-design a solution with you that sets up your teams for better and faster ways of deciding.

Why This Matters

“95% correlation between companies that excel at making and executing decisions and those with top-tier financial results”
Bain & Company 2012

“72% of senior executives said they thought bad strategic decisions either were about as frequent as good ones or were the prevailing norm in their organization”
McKinsey & Co. 2017

“61% of respondents share dissatisfaction with clarity and speed of decisions made in their organization”
McChrystal Group Organizational Performance Analysis 2019
Our Three-Phase Approach

**ESTABLISH THE RIGHT ENVIRONMENT**

Our first step with organizations looking to improve decision-making is to build trust, clarity, and empowerment. We will partner with you to assess your organization’s decision-making environments and to set the ideal environment.

Individuals in empowered organizations are motivated to continuously learn, understand the organization’s objectives, and have clearly defined authorities over certain decisions.

There is clear communication that allows them to access the right information, and the interpersonal trust to ask for help when they need it.

**EXECUTE A Refined Process**

A good process does not ensure a robust decision, but a robust process increases the odds you’ll get there. We partner with clients to execute their best possible process by clarifying the right individual and team roles, improving the input given and received, and the criteria by which a decision will be selected.

Our work with companies of all sizes and shapes has given us unique insight into how real people work with these processes to achieve results – and making sure the process fits the culture.

**PRESSURE TEST DECISIONS**

The missing step in most processes is asking the question “what if we’re wrong?” All groups face cognitive and organizational biases that limit the quality of decisions. But too few of us build in a formal way to mitigate those biases!

We’ve built a set of simple, quick, and powerful methods to help you assess your own decision’s quality, and find weaknesses before you implement them... you’ll be surprised what you learn.
Establish the Right Environment

The best place to start is by building the trust, communication, clarity, and empowerment that your team needs to successfully implement a process. Our tools will diagnose your environment.

DECISION MAKING ASSESSMENTS

McChrystal Group’s Decision Making Assessments leverage four proprietary diagnostic tools to assess organizational performance.

ORGANIZATIONAL NETWORK ANALYSIS

Mapping internal networks to identify communication pathways between teams, highlighting influencers and bottlenecks

ENVIRONMENT AND PROCESS ANALYSIS

A focused evaluation of environmental factors that impact the speed and quality of the decisions made, and the processes used to make those decisions

QUALITATIVE ANALYSIS

An analysis of the confidential findings in interviews and open-ended survey responses to contextualize data and demonstrate how trends are impacting an organization’s performance

ORGANIZATIONAL PERFORMANCE ANALYSIS

An evaluation of organization against the critical performance indicators that drive adaptability

DECISION SPACE SPRINT

We partner with our clients over two to three months to identify, unpack, and solve for slow routine decision-making around focused, critical areas. We do this by learning from relevant stakeholders and diagnosing the underlying causes, in order to help client leadership teams clarify decision ownership and subsequently install the needed and enduring behavioral and process changes.

EMPOWERMENT TOOLKIT

Used in conjunction with our other solutions, the digital Empowerment Toolkit provides tools, templates, and training in a self-paced and scalable format. This online course enables leaders to drive key components of empowerment within their teams and provides specific tools to manage core aspects of decision-making including risk management, decision clarity, post-decision review, and escalation navigation.
Execute Your Decision-Making Process

We help you find consistent, easy-to-understand processes to make, communicate, and implement decisions. The core of our work together is helping people understand how to use and when to modify a decision-making process in order to fit their context. Over time, this builds confidences and promotes consistency.

**DECISION-MAKING WORKSHOP**
This multi-day session, informed by several weeks of preparatory work, is designed for organizations that are dissatisfied with either how they frame, choose, and/or execute consequential decisions. The outcome of the Decision-Making Workshop is a clear, refined or new decision-making process that leverages both the best of your team and McChrystal Group's cutting edge techniques.

**DECISION-MAKING FACILITATION**
We partner with organizations for three to five months to set up, structure, and conduct trainings on decision-making. Your team will learn to translate organizational goals to executed decisions. We work with you to sustain an organizational decision-making process that is adaptable and agile, and that gives stakeholders the autonomy to adjust decisions as necessary.

**LEADERSHIP DEVELOPMENT**
Every process needs its champions who sustain it well beyond a formal partnership with McChrystal Group. This is the objective of our decision-making leadership development program, which develops, trains, and coaches your current and future leaders to act and lead their teams decisively around a pre-determined criterion of success. This program includes up to six two-day in-person training sessions.

Our structured approach to facilitation leverages your contextual information to...

- Expand the aperture of thinking within groups.
- Align upon a clear decision-making process.
- Improve your organization’s abilities to learn and adapt its process.
- Action plan around decision-making communications forums.
Pressure Test Your Decisions

Every leader claims they prize dissent and critical thinking - but few institutionalize the process of contrarian thinking in their business. Without an institutionalized way of promoting critical thinking, you are leaving it up to chance or somebody’s personal courage to speak up or find the right information.

Throughout human history, organizations have sought to integrate contrarian thinking within their DNA: from the Roman Catholic Church to the Central Intelligence Agency, to various companies who have committed themselves to the field of thought we call “Red Teaming”. We believe in the power that this thinking brings to your decision making so much that we hired a leading expert on Red Teaming, Dr. Micah Zenko, to lead this practice area.

We will coach, facilitate, and implement these techniques for you to make sure that the risks, biases, and blind-spots inherent in a complex decision can be surfaced, worked through, and dealt with before you go to implement decisions.

RED TEAMING SERVES FIVE CORE OBJECTIVES

1. **OVERCOME GROUP-THINK**
   All organizations are susceptible to group-think, the unspoken pursuit of consensus that becomes so dominant that it overrides individuals willingness to speak their minds, and subsequently any realistic appraisal of alternative courses of actions.

2. **ENCourage NEW THINKING**
   Cognitive, organizational, cultural, and normative barriers inhibit creativity and innovation. Our solutions embed divergent and innovative thinking within individuals, teams, and organizations to drive better performance.

3. **UNCOVER NEW WISDOM**
   Tighter feedback loops between new ideas and corresponding adjustments leads to greater speed in decision-making and innovation. Our solutions allow leaders to receive critical information from front-line employees who often see problems and opportunities first, and thus augment organizational wisdom.

4. **PRESSURE TEST STRATEGIES**
   Facilitated constructive criticism on plans and processes lead to far more robust strategies. Our Red Teaming solutions immerse groups and leaders in adversarial perspectives that allow them to gain new insights and contribute actionable recommendations.

5. **IDENTIFY RISKS AND BLIND SPOTS**
   Those closest to plans, processes, or strategies have the greatest exposure to problems. Those concerns are often hidden from senior management due to the unique organizational environment. Red Teaming unlocks these vulnerabilities through anonymity, written documentation, prioritization (via consequence, probability, and ranked voting), small group work, and large group discussions, among other methods.

“"The dilemma for any institution operating in a competitive environment characterized by incomplete information and rapid change is how to determine when its standard processes and strategies are resulting in a suboptimal outcome.”

Micah Zenko, McChrystal Group Director of Research and Learning, Author of Red Team: How to Succeed by Thinking Like the Enemy
Unlock possibility and mitigate risk to succeed in complex environments.

Our Red Teaming experts assess when the approach is appropriate, identify the right stakeholders to include, and capture and communicate the outputs of our red team assessments. Furthermore, we equip our partners to integrate red teaming into the fabric of their organizations.

**RED TEAM WORKSHOP**
Red Team Workshops are designed to pressure test consequential decisions for organizations with well-established decision-making processes. This tailored outside facilitation assures the upsides and downsides of consequential decision are fully considered.

**RED TEAM TRAINING PROGRAM**
The development of an internal red team is becoming more common across government agencies and corporations as a means of ensuring that strategic moves, decisions, and risks are being tested and identified. Our extensive red team training program equips organizations with a permanent red teaming function in cohorts that conclude their program with a capstone project.

**RISK ALIGNMENT WORKSHOP**
The Risk Alignment Workshop brings together a team in a special session where the risk appetite of the individuals and teams are tested. Our risk experts facilitate discussions on various risk frameworks and team rebuilding to setup a more productive risk management environment.

Our team creates reports from all of our workshops. These reports synthesize the core Red Teaming findings as well as the chronicled behaviors and exercise results. To the right is a sample risk matrix from a Red Team exercise. Detailed analysis from the Red Team assessments empower decision-makers with the information and context they need to make better decisions.

**INSIGHT:**
**MITIGATING AGAINST HIDDEN RISKS**
We conducted a Red Team Workshop for a Fortune 10 company that needed to decide whether or not to pursue a 2 billion USD venture in Asia. Through three days of intensive, facilitated red teaming, informed by two-months of preparatory work, participants were able to unlock previously hidden obstacles to their venture execution strategy. As a result, the project team was able to pro-actively mitigate a critical partnership risk with two contracting firms. This in turn led to an ultimately safer investment for the company.
Why McChrystal Group

McChrystal Group forges leaders and teams for a complex world. Our networked team of teams approach challenges the traditional, command-and-control style of management and helps companies overcome the barriers of today’s dynamic operating environment.

Our proven methodology, seasoned team, and client-centric partnerships provide a blueprint for organizational transformation, unlocking the adaptability of teams at the enterprise level.

PROVEN METHODOLOGY

Our offerings derive from the insights General Stan McChrystal and his team gained while leading elite forces against a networked enemy in a complex environment.

After retiring from the military, they explored how they could capture the lessons learned in counterterrorism and translate them into the private sector. Deep research in organizational and leadership models provided the academic underpinning to the team of teams approach that informs our offerings.

This approach is more resilient and agile than traditional management styles, which are now quickly outpaced by the speed of the Information Age. Our work enhances the four core capabilities that are fundamental to any high-performing, but elusive at the organizational level: trust, common purpose, shared consciousness, and empowered execution.

Scaling these capabilities allows an organization to transform itself into a team of teams, with the nimble adaptability of interconnected small teams combined with the power and scale of a large enterprise.

While we focus on the organizational transformation approach outlined in General McChrystal’s book, Team of Teams, we do not offer a single product that every client must uniformly adopt but instead build off our study and experience to provide solutions that are uniquely customized to every client’s specific needs.

SEASONED TEAM

Our unique experiences and proven track record in driving transformative change enables us to successfully solve even the most complex organizational challenges.

We’ve built an elite and diverse team that brings its unique blend of talent, expertise, and experience to make our partners more successful, ensuring our offerings are custom-tailored to our clients’ issues.

Our trained experts leverage their experiences to partner with you to drive transformation across your business. From retired military leaders to organizational psychologists, from seasoned business executives to recent graduates of elite schools, our team embeds with yours to leverage our collective experience and training to improve your organization’s performance.

Our unwavering focus on excellent delivery ensures that we expertly provide our clients the tools they need to solve their own challenges.

CLIENT-CENTRIC PARTNERSHIPS

We act as trusted advisors, practitioners, analysts, and educators, partnering with you to build teams and develop leaders that can overcome your greatest business challenges.

We partner with our clients along a spectrum of offerings ranging from diagnostic assessments, to training and events, leadership development programs, and large scale enterprise-wide consulting engagements.

Moreover, we are determined to improve your ability to perform your mission yourself — not to do it for you. To that end, we help shape organizational functionality and culture through a set of principles, proven processes, and leadership behaviors.

Ultimately, our teams focus on creating deep partnerships with our clients to drive change from within to ensure a long-lasting organizational transformation that you are able to maintain on your own long after we leave.
Our global and experienced team is ready to take your decision-making to the next level.

Join our list of partners. Connect with us at contact@mcchrystalgroup.com.
McChrystal Group

McChrystal Group is a global advisory services and leadership development firm composed of a diverse mix of professionals from the military, academic, business, and intelligence sectors who specialize in transforming stagnant and siloed organizations into cohesive, adaptable Teams of Teams.