Red Teaming Solutions

Pressure test your plan, process, product, or strategy.
Develop your team.

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Red T eaming is a structured process that is semi-independent from an institution, which attempts to better understand that institution’s interests, intentions, and capabilities—or those of competitors or clients. “Red T eams” trace back to early 1960’s wargames and simulations developed at the U.S.-based global policy think tank RAND Corporation and used by the U.S. Department of Defense to evaluate strategic decisions.

McChrystal Group’s proprietary Red T eaming solutions equip organizations with the tactical, strategic, and environmental tools, methods, and transformations required to compete and flourish in today’s complex business world. As Red T eams become more common across government agencies and corporations to ensure that strategic moves, decisions, and risks are being tested and identified, McChrystal Group remains an industry-leading global Red T eam solutions provider.

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 McChrystal Group’s red t eaming process and applying it to the rest of our decision-making.

Chief Executive Officer, GLOBAL TECHNOLOGY COMPANY

As a leading global management consultancy, McChrystal Group partners with the world’s largest firms to deliver tailored solutions that identify, manage, and mitigate against risk. This is essential because organizations are systematically incapable of identifying their blind spots, challenging their assumptions, and assessing adversarial perspectives. Specifically, McChrystal Group has partnered with leading firms, from financial services institutions to government, to solve their unique, complex decision-making and risk challenges.
McChrystal Group’s Red Teaming approach is informed by the latest research from behavioral sciences, forecasting, game theory, and organizational theory, as well as the extensive experience of our team leading red team units in the private sector, military, and intelligence community. Our solutions blend the expertise from academic research with the experience of real-world practitioners, combining classroom, experiential, and peer-to-peer learning structures.

**OUR VALUE TO CLIENTS**
At McChrystal Group, we recognize that corporate red teams are less successful when they operate alone, and limit the scope of their work to minimum due diligence and other regulatory standards. Successful red teams are able to embed Red Teaming capabilities - namely critical and divergent thinking skills and practical tools to facilitate red team exercises - within their entire organization. Red Teaming is an approach that can be applied by every business function and leadership team to make better, faster, more rigorous decisions.

**RED TEAMING IS A CRITICAL BUSINESS PRACTICE**
The speed of the information age is disrupting traditional organizational systems. As the world changes at an exponential rate, the siloes of traditional hierarchy are a major impediment to business success. It is more critical than ever before that organizations are both agile and responsive in the face of risks and other emerging threats. Employees at the front line must effectively and efficiently inform decision making at the senior-most levels of organizations. To accomplish this, McChrystal Group offers a suite of Red Teaming solutions.

**OUR SOLUTIONS ARE HIGHLY TAILORED**
Our solutions are notable for their holistic and tailored foundations; all our solutions are customized to fit the unique needs of our clients. We will partner with clients to design and deliver research-based Red Teaming solutions. These solutions will be tailored to our clients’ culture and values, and utilize experiential learning methods to take people out of their comfort zones and accelerate learning.

**THIS CATALOG CONTAINS A HANDPICKED SELECTION OF RED TEAM SOLUTIONS.**

- McChrystal Group Red Team Workshop
- McChrystal Group Red Team Training Workshop
- McChrystal Group Red Team Training Program
- McChrystal Group Red Cell Implementation

In addition to these above-listed solutions, McChrystal Group offers one- to two-hour seminars about our Red Teaming approach. During these seminars, Micah Zenko, author of *Red Team: How to Succeed By Thinking Like They Enemy*, will lead attendees through a sample red team exercise.

**Note:** Prices are available upon request. Prices are dependent upon the number of participants, preparatory work required, and start-date.
Red Team Workshop

Red Team Workshops are designed around consequential decisions faced by organizations, such as mergers, acquisitions, new product launches, personnel changes, and strategic investments. This tailored, outside facilitation ensures the upsides and downsides of consequential decisions are fully considered. In these two- to three-day workshops, our team of expert facilitators will lead participants through structured red team exercises. After the workshop, senior executives will receive a detailed Red Team Workshop assessment report, which chronicles the assumptions, risks, forecasts, and actionable recommendations produced from the workshop. (Note: An anonymized report from a former client is available upon request). Suitable for fifteen to twenty-five participants, this workshop is effective both when all audience members are from the same team or when the group contains a mix of “insiders” and “outsiders” who provide alternate and valuable perspectives. Ahead of the workshop, participants will prepare with McChrystal Group’s online training. This interactive workshop, facilitated in-person at a client office, can be made inclusive of globally distributed teams through video conferencing.

OBJECTIVES

- Uncover risks and blindspots to a strategic choice
- Determine the corresponding actions needed to improve the overall strength and resilience of the decision
- Align workshop participants around major elements of a strategy and the strategic choices necessary to achieve the desired outcome.

TIMELINE

ASSESSMENT PHASE

The dedicated McChrystal Group team will spend six to eight weeks conducting interviews and surveys to inform the development of the workshop agenda. We will partner with you to best understand the strategic choices faced and determine the right strategic choice to use as the subject of this Red Team Workshop.

WORKSHOP

McChrystal Group will facilitate a two- to three-day workshop with up to thirty in-person participants and virtually available to as many as 250 employees.

FOLLOW-ON

Following the Red Team Workshop, McChrystal Group will provide a Red Team Workshop assessment report and discuss the findings with the appropriate audience.

INSIGHT: MITIGATING AGAINST HIDDEN RISKS

We conducted a Red Team Workshop for a Fortune 10 company in the midst of a decision to pursue a 2 billion USD venture in Asia. Through three days of intensive Red Teaming exercises, facilitated by McChrystal Group experts and informed by two-months of preparatory work, the workshop participants were able to uncover previously hidden obstacles to their venture execution strategy. As a result, the project team was able to proactively mitigate a critical partnership risk with two contracting firms. This in turn led to an ultimately safer investment for the company.

Figure 1 - Pre-Mortem Analysis Risk Matrix Our team creates reports from all of our workshops. This is a sample risk matrix from a Red Team Workshop report. These reports synthesize the core workshop findings as well as the results of the red team exercises. Detailed analysis from the report empowers decision-makers with the risk analysis and context they need to make better decisions.
Red Team Training Workshop

A Red Team Training Workshop is designed to provide rigorous training on the foundations of red teaming and red team exercise facilitation. The audience for this workshop is a cohort of twelve to twenty-five employees from any existing senior leadership team, and/or other members of the company. As experts in training, McChrystal Group utilizes experiential learning methods to accelerate learning, including team-building methods, simulations, facilitated small group discussions, role-playing activities, and other exercises to stimulate innovative thinking. Participants will get out of their seats and out of their comfort zones as they learn the foundations of Red Teaming, its applications to their teams, and its implications for future crises that our clients may face. This highly interactive Red Team Training Workshop, facilitated in-person, can be made inclusive of globally distributed teams through video conferencing.

OBJECTIVES

- Inform participants on why to use Red Teaming to consider alternative futures
- Train participants on when to use Red Teaming
- Train participants on development of crisis scenarios and alternative futures
- Develop two to three tailored crisis scenarios and set plans to implement them
- Complete three to four red team exercises that inform a strategic objective or strategic choice faced by clients

TIME LINE

ASSESSMENT PHASE

The dedicated McChrystal Group team will spend six to eight weeks conducting interviews and surveys to inform the development of the workshop agenda. We will partner with you to best assess the current status of red team or critical thinking training, and tailor an appropriate agenda for this training workshop. This will include selecting the right participants for the workshop.

WORKSHOP

McChrystal Group will facilitate (See Figure 2) a two to three-day workshop, in-person with up to thirty participants and virtually available to as many employees as desired. This workshop will use experiential learning, presentations from organizational psychologists and red team experts, to provide an impactful experience to participants.

FOLLOW-ON

Following the Red Team Training Workshop, McChrystal Group will provide a Red Team Training Workshop report that distills the findings of the workshop. The report will provide McChrystal Group’s analysis of the team dynamics and behaviors exhibited by participants throughout the two or three-day workshop.
McChrystal Group’s extensive Red Team Training Program equips organizations with permanent Red Teaming capabilities. A cohort of participants will spend two- to three-days in-person with McChrystal Group expert facilitators during “touchpoints,” the building blocks of this long-term training program. This program involves up to four in-person touchpoints across a span of six to nine months that conclude with a Capstone Project. In between these in-person touchpoints, participants will use McChrystal Group’s digital learning platform to receive further education and to complete homework assignments. Participants will also complete a Leader Behavior Diagnostic assessment at the start and end of the program to measure leadership performance. The ideal participant size for this program is fifteen to thirty employees who may come from the same division or various divisions within an organization.

**OBJECTIVES**

- Accredit a cohort of Advanced Red Team practitioners who will be able to design, apply, and facilitate red team exercises in a complementary manner to existing processes for due diligence, threat intelligence analysis, and senior-leader decision making
- Identify the leader behaviors of participants and offer personalized coaching

**ASSESSMENT PHASE**

The dedicated McChrystal Group team of expert learning designers will spend six to eight weeks conducting interviews and surveys to inform the development of the Red Team Training program curriculum. We will partner with you to identify the right participants for this training program and ensure the Capstone Project is designed to meet unique strategic needs.

**WORKSHOP**

Participants of this Red Team Training Program will meet in-person four times at two to three-day workshops, over the course of six to nine months. Digital learning will be used in-between each of these touchpoints to ensure participants are retaining the information and training they are learning throughout the program. Throughout the program, participants will also collaborate on Capstone Projects. McChrystal Group will partner with you to design a Capstone Project that provides measurable value to the company. As part of the program, participants will complete a Leader Behavior Diagnostic (See Right). Throughout the program, participants will receive 1:1 personalized coaching.

**FOLLOW-ON**

Following the completion of the program, McChrystal Group will provide a report to capture the impact of the program and the output of the Capstone Projects.

**LEADER BEHAVIOR DIAGNOSTIC**

The Leader Behavior Diagnostic (LBD) assessment measures performance against four capabilities identified by McChrystal Group’s research as essential for effective leadership. This allows for the easy identification of strengths and areas for development in participants’ applied curiosity - a critical element of Red Teaming thinking. Each person’s results are unique and are accompanied by an individually-tailored list of behavior-focused recommendations to improve innovative thinking. McChrystal Group provides actionable and functional recommendations with each LBD, allowing individuals to follow a customized path for development, rather than simply identifying traits or measuring skills. The LBD will also track progress with periodic pulse surveys.
CASE STUDIES

Training Program

Driving Empowered Execution at Bank of America

CHALLENGE
Bank of America was confronting shifting consumer demands that required a new differentiated client experience. Centralized decision authorities inhibited leaders from delivering on Bank of America’s strategy and empowered decision-making.

SOLUTIONS
McChrystal Group designed and implemented a series of intensive trainings for 105 market leaders and key enterprise partners to embed a structured and systematic approach to client acquisitions and deliberately cascade the organization’s strategy to the market level. This program trained participants to communicate effectively and intentionally, coach to lead high performing teams through change, and build strategic networks across lines of business.

RESULTS
This training program contributed to an 7% increase in quarterly revenues to achieve the firm’s highest full-year revenue in its history at the same time when the top four competitors reported steep declines. The program drove a 43% year-over-year increase in profits and 43% increase in quarterly net income. 500 Bank of America advisors reached 1 million or 5 million USD in production for the first-time. Additionally, financial advisor attrition was at its lowest rate since the firm was bought a decade before. These financial advisors increased their new client relationships by 63%.

CASE STUDIES

Capstone Project

Integrating Capstone Projects into a Training Program for a Global Oilfield Supply Company

McChrystal Group designed and delivered a multi-touchpoint program to a global oilfield supply company seeking to transform its culture and performance. This program included a Capstone Project as a critical element that both cemented the learnings of the program and delivered substantial value to the firm. In partnership with McChrystal Group, the cross-functional cohort of 16 individuals collaborated on a Capstone Project aimed at reducing the company’s working capital to twenty percent. This Capstone was chosen due to the need for the organization to free up cash flow and create greater efficiencies in their supply chain.

Participants self-organized into four groups, each with a specific focus, to achieve their working capital goal. McChrystal Group provided coaching and feedback to each group during in-person learning events to ensure the teams were on track and preparing concise and meaningful briefs for the Executive Team at the end of the program. The peer-coaching teams then engaged in monthly sessions to work on their projects, with conversations guided by a series of discussion questions developed and facilitated by McChrystal Group. During the Capstone Projects, McChrystal Group was there to guide and support groups rather than instruct, allowing them to make mistakes and work through problems as a team.

At the end of the course, the cohort presented their work to the Executive Team. As a result of the Capstone Project, the Oilfield Supply Company has already realized up to $15 million dollars in cost savings.
Red Cell Implementation

A Red Cell Implementation engagement is an all-inclusive multi-month partnership with McChrystal Group to set up and train an internal cross-functional Red Cell within an organization. This Red Cell will be responsible for the pressure-testing of the top strategic issues faced by the leadership team. Pressure-testing refers to the conclusive and comprehensive consideration of all assumptions, alternative outcomes, risks, vulnerabilities, and blind spots that impact consequential strategic issues. These strategic issues will be identified during the exhaustive Assessment Phase. The Execution Phase consists of a mix of 1:1 coaching, Leader Behavior Diagnostic analysis, workshops, training sessions, and a table-top crisis simulation of a realistic threat against our clients. This Red Cell will comprise of ten to twenty-five emerging leaders within the organization who will gain unique exposure to facilitation tools for risk assessment and risk management. As members of this Red Cell, these high-performing employees will be formally trained to elevate their critical thinking and foresight.

OBJECTIVES

- Train the Red Cell to innovate, plan, and implement realistic crisis scenarios that consider alternative futures and effect the pre-determined learning objectives, which are informed by the Assessment Phase (See Below)
- Train the Red Cell to manage risk assessment and risk management through structured Red Teaming facilitation
- Strengthen communication skills to assure the analytical products are being heard and acted upon
- Build a cohort of high-performing emerging leaders that are equipped to create and manage top-level Red Team exercise facilitation across business units

TIMELINE

ASSESSMENT PHASE

McChrystal Group will use surveys and structured interviews with senior leaders to assess the company’s strategic vision and identify opportunity areas where the Red Cell can effectively advise the senior leadership team on consequential strategic choices. The Assessment Phase will take one to two months.

EXECUTION PHASE

For several months, Red Cell Implementation will leverage several of McChrystal Group’s proprietary Diagnostic tools, training curricula, and a dedicated Red Cell Implementation team, to set up a successful Red Cell. The Red Cell will receive training and coaching from senior leaders of private, military, and intelligence organizations who have experience in cross-functional risk management from the highest levels of global leadership.

FOLLOW-ON PHASE

As part of the engagement, McChrystal Group will sustain the training delivered in both the technical and tactical tools for red teaming across the organization, as well as the installment of the Red Cell as a resource throughout the company. A digital learning platform will facilitate the early-on training, and McChrystal Group will work with you to deliver a sustainment plan.
McChrystal Group

McChrystal is your people performance partner. We help organizations leverage human potential to achieve business outcomes by applying our Team of Teams framework to three critical areas of performance: developing your leaders, implementing strategy, and measuring your organization’s performance.

Here are some of our partners.

Contact contact@mcchrystalgroup.com for more information.