

Red Team Solutions

Unlock possibility and mitigate risk in order to succeed in complex environments.

Every leader claims to prize dissent and critical thinking – but few institutionalize the process of disagreement and contrarian thinking in their business. Without an systematic way of promoting critical thinking, leaders are relying chance or individual courage to speak up.

McChrystal Group’s solution to these challenges is our powerful and unique "Red Team" approach. Facilitated exercises, simulations, and trainings allow our partners to compete in complex environments by identifying vulnerabilities, challenging assumptions, and considering adversarial positions.

OUR POWERFUL RED TEAM APPROACH

We coach, facilitate, and implement these techniques to help you ensure sure that the risks, biases, and blind-spots inherent in a complex decision can be surfaced, worked through, and dealt with before you move to implementation.

RED TEAM SOLUTIONS SERVE FIVE OBJECTIVES

- 1 **OVERCOME GROUP-THINK**
All organizations are susceptible to group think and other cognitive, organizational, cultural, and normative barriers that inhibit creativity and innovation. Our solutions embed divergent and novel thinking to drive better performance.
- 2 **ENHANCE EMPLOYEE ENGAGEMENT**
Our workshops connect teams and provide opportunities for all participants to raise their voices. In turn, the red team process instills buy-in when it matters most – after a foundation has been laid and before a decision has been made.
- 3 **UNCOVER NEW WISDOM**
Tighter feedback loops between new ideas and corresponding adjustments leads to faster decision- making and innovation. Our solutions give leaders critical information from the front-line employees who often see problems and opportunities first— thus augmenting organizational wisdom.



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*

- 4 **PRESSURE TEST STRATEGIES**
Robust strategies result from constructively facilitated criticism of plans and processes. Our Red Team 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**
Problems are often hidden from senior management by elements of the organizational environment that discourage connections to those best-positioned to see the weaknesses in plans, processes, or strategies. Our red team solution unlock these vulnerabilities through anonymity, written documentation, prioritization (via consequence, probability, and ranked voting), small group work, and large group discussions, among other methods.

"It was a great opportunity to generate ideas across teams and reporting structures. Everyone approached it with a positive attitude and a willingness to listen, and it surfaced both ongoing and new issues that could block success."

– Red Team Client

MCCHRYSTAL GROUP'S SOLUTION

RED TEAM WORKSHOP

- Our Red Team Workshops are designed to pressure test consequential decisions for any type of organizations facing a new product, strategy, or policy opportunity. Expert red team facilitators ensure that risks, blind spots, assumptions, and new ideas are fully considered, and establish buy-in and alignment from workshop participants.

RED TEAM TRAINING PROGRAM

- Corporations and government agencies are increasingly developing internal red team capabilities as a means of ensuring that strategic moves and decisions are tested, and risks identified. Our extensive Red Team Training Program equips organizations with a permanent red team function in cohorts that conclude their program with a capstone project.

RISK ALIGNMENT WORKSHOP

- The Risk Alignment Workshop tests individual- and team-level risk appetite. Our risk experts facilitate discussions on various risk frameworks and team rebuilding to align on risks and set up a more productive risk management environment.

RED CELL IMPLEMENTATION

- A Red Cell Implementation engagement is an all-inclusive multi-month partnership in which we create either a formal or informal cross-functional Red Cell and develop a cohort of high-performing "Red Teamers." Our team then equips the Red Cell with the risk management tools needed to manage top-level exercise facilitation throughout the organization.

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 team, 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—meaningfully reducing the company's investment risk.



For more information, please visit mcchrystalgroup.com or email contact@mcchrystalgroup.com

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