McChrystal Group Academy

Building Transformative Leaders – Driving Business Outcomes

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McChrystal Group Academy

Your success depends on your leaders, especially in complex environments and times of uncertainty.

The real challenge is identifying and building the essential capabilities that your leaders need to drive your strategy, build high-performing teams, retain your top talent, and ultimately transform your organization, at all stages of its evolution.

Our unique custom leadership development approach is tailored to our client’s specific needs following our five-step process:

1. Begin with our client’s strategy and specific challenges in mind
2. Tailor the experience with our team of adult learning experts
3. Leverage our unique approach and perspective on leading teams
4. Use experienced leaders with exceptional backgrounds to facilitate sessions
5. Synthesize outputs into actionable recommendations containing practical concepts, tools, and tactics, all backed by research

We are our client’s trusted advisor in the transformation journey, customizing our solutions at each stage of the process to deliver proven results.

PROVEN RESULTS ACROSS INDUSTRIES

PROGRAM 1:
$5.6b Regional Healthcare System
25-person clinical cohort
18-month program

- 1/3 of participants were promoted to more senior leadership positions after completion of the program.
- Average participant satisfaction rating was 4.905 on a 1-5 scale (lowest to highest).

PROGRAM 2:
Fortune 100 Pharmaceutical Company
40 participants from disparate functions
Standalone in-person workshop

- 94% of the cohort agreed that they would recommend the program to a peer.
- “The best leadership course in 23 years that I’ve taken at [my organization].” – Program Participant

PROGRAM 3:
Fortune 5 Oil & Gas Company
100 participants from disparate functions
8-month leader development program

- 92% of participants agreed that they would recommend the program to a peer.
- “Great program to train leaders through their daily work subject, challenges. [The program] makes it easy for the trainees to take what they learn and apply it back to their work.” – Program Participant
McChrystal Group Academy Services

Custom Leadership Programs
Cohort-based development programs that focus on building a system of leaders with the unique combination of capabilities and leadership behaviors that your organization needs to be successful.

For more details see Page 4 →

Team Offsites & Workshops
Experiential sessions that use a variety of interactive elements to facilitate dialogue around your team’s most pressing challenges and opportunities, while developing their own abilities as leaders.

For more details see Page 6 →

91% of participants would recommend McChrystal Group Academy leadership development to a peer

“The content was excellent and relevant to the current state of our organization. All presenters were well-versed in the subject matter and all guest speakers were equally impressive both with their experience and insight.”

Participant FINANCIAL INDUSTRY
Custom Leadership Programs

Our cohort-based development programs focuses on building a system of leaders with the unique combination of capabilities and leadership behaviors that your organization needs to be successful. Programs can be fully virtual or incorporate some in-person components and range from 4-12 months.

What We Will Do

**Gap Analysis**
We review key documents, interview critical stakeholders, understand and prioritize issues, and then design a uniquely tailored experience based on your specific needs and strategic objectives.

**Creative Learning Design**
We leverage our learning design expertise, selecting a range of training methods (in-person, virtual, and self-directed), developing content to effectively deliver objectives.

**Project Management, Coordination, and Preparation**
We coordinate critical logistics, in partnership with your team, to ensure that your people receive a high-impact experience that delivers results.

**Delivery and Reporting**
We prime participants in advance with intriguing pre-reads and videos, then leverage our seasoned leaders to share compelling concepts and facilitate powerful discussions. Throughout the delivery, we capture participant data and critical themes that emerge, and afterward, provide you with a useful Results Report.

What We Will Deliver

Every leadership program is different because every client’s needs are unique. But in every case, we use an experiential, systems approach that combines multiple components to sustain transformation.

<table>
<thead>
<tr>
<th>Modular components that serve as the building blocks of custom leadership programs</th>
<th>In-Person Learning</th>
<th>Virtual Learning</th>
<th>Self-Directed Learning</th>
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<tbody>
<tr>
<td><strong>Action Learning Projects:</strong> team projects produce real value for the organization</td>
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<td><strong>Train-the-Trainer:</strong> internal facilitators are coached and supported for a seamless transition</td>
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<td><strong>Facilitated Sessions:</strong> discussion-based sessions share compelling concepts, tactics, and tools</td>
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<td><strong>Simulations:</strong> high-stakes scenarios require strategic decision-making under pressure</td>
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<td><strong>Team Competitions:</strong> gamification increases engagement and in turn, retention, of new skills</td>
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<td><strong>Discussion Panels:</strong> accomplished senior leaders share inspiring stories and insights</td>
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<td><strong>Whiteboarding:</strong> live illustration and Q&amp;A with a leadership</td>
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<td><strong>Stretch Experiences:</strong> developmental experiences close knowledge and skills gaps</td>
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<td><strong>Guided Learning Paths:</strong> curated videos, articles, and reflections reinforce critical ideas</td>
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<td><strong>Digital Courses:</strong> self-guided sessions provide flexibility to busy leaders</td>
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<td><strong>Workbooks &amp; Digital Guides:</strong> materials can be shared across an organization, increasing impact</td>
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<td><strong>Application Assignment:</strong> focused assignments drive application back in the workflow</td>
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Below is one custom program we constructed and delivered for a large organization in the healthcare space.

**MONTH 01**
- Kickoff *(virtual)* with keynote from General Stan McChrystal
- Emergency Management Simulation *(virtual)*
- Guided Peer Coaching Session 1
- Facilitated Session *(virtual):* Developing Resilient, Adaptable Teams
- Individual Assessment *(Leader Behavior Diagnostic)* with Coaching Session

**MONTH 02**
- Action Learning Project Assigned
- Team of Teams Whiteboarding Session *(virtual)* with Chris Fussell
- Guided Peer Coaching Session 2
- Facilitated Session *(virtual):* Building a More Engaged Workforce
- Team of Teams Foundations Digital Course

**MONTH 03**
- Action Learning Team Project Check-in
- Discussion Panel: My Leadership Journey with the Executive Leadership Team
- Guided Peer Coaching Session 3
- Facilitated Session *(virtual):* Making Better Decisions Faster
- Individual Development Plan Application Assignment

**MONTH 04**
- Action Learning Team Project Check-In
- Guided Peer Coaching Session 4
- Facilitated Session *(virtual):* Collaborating Across Teams and Functions
- Facilitated Session *(virtual):* Developing the Next Generation of Leaders
- Team Charter Application Assignment

**MONTH 05**
- Action Learning Team Project Check-In
- Cyber Security Simulation *(virtual)*
- Guided Peer Coaching Session 5
- Facilitated Session *(virtual):* Delivering Executive-Level Briefs that Drive Outcomes

**MONTH 06**
- Leadership Offsite *(2-days, in-person):*
  - CEO Vision Casting with Q&A
  - Facilitated Session: Engineering Transformation Through Process & Behavior
  - Facilitated Session: Leading Through Times of Change
  - Historic Leaders Stretch Experience at the Washington DC National Mall
  - Action Learning Project Outbriefs
- Individual Assessment *(Leader Behavior Diagnostic)* with Culminating Coaching Session
Team Offsites & Workshops

Experiential sessions that use a variety of interactive elements to facilitate dialogue around your team’s most pressing challenges and opportunities, while developing their own abilities as leaders.

Sessions can be held in-person or virtually and range from 1-3 days.

Experience (Sample Agenda)

<table>
<thead>
<tr>
<th>DAY 1: Build the Team</th>
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<tr>
<td><strong>Emergency Management Simulation</strong></td>
<td>An intense simulation highlighting the importance of collaboration and communication, illuminating individual and team dynamics that may positively or negatively impact team performance.</td>
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<td><strong>Team of Teams Whiteboard</strong></td>
<td>Chris Fussell uses a whiteboard method to describe the basic thesis of the Team of Teams approach, rooted in his firsthand experiences in Special Operations and as President of McChrystal Group.</td>
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<tr>
<td><strong>Building Team Resilience</strong></td>
<td>The group explores the critical components of resilient teams – stability, connection, and agility – through a series of discussions, reflections, and group activities.</td>
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<td><strong>Big Picture Challenge</strong></td>
<td>The team works under time pressure to collectively paint a complex image on a 6-foot by 9-foot canvas and then debrief meaningful insights from the exercise.</td>
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<td><strong>Leadership Panel</strong></td>
<td>As the team enjoys snacks and beverages during happy hour, they listen to a moderated discussion from a panel of exemplary leaders who share their stories and insights on high-performing teams.</td>
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<th>DAY 2: Lead the Organization</th>
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<tr>
<td><strong>Leadership Stretch Experience</strong></td>
<td>In the pre-dawn hours, the team is led in a walk or jog group to several monuments on the National Mall where they hear leadership lessons about America’s greatest leaders.</td>
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<td><strong>Pressure Testing the Strategy</strong></td>
<td>The team leader refreshes the team on its strategy and then the MG facilitator leads the group through a series of activities to pressure test the plan and identify challenges.</td>
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<td><strong>Collaborating Across the Organization</strong></td>
<td>The discussion-based session identifies the most common ways collaborative projects get derailed and equips the team with techniques and tools for avoiding those pitfalls in the future.</td>
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<td><strong>Keynote from General McChrystal with Q&amp;A</strong></td>
<td>As a climax to the offsite, General (Ret.) Stan McChrystal shares his insights and answers the team’s questions.</td>
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<tr>
<td><strong>Reflection and Application Plan</strong></td>
<td>The team is led through a final time of reflection in which they identify tangible actions that they must STOP, START, and CONTINUE to lead the organization forward.</td>
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OUTCOMES

- Hold critical discussions that will drive your strategy forward and enable decisive actions.
- Refocus and re-energize the team on the mission, as well as key priorities and decisions.
- Promote transparency and diversity of thought to increase engagement and innovative problem-solving.
- Learn best practices and first-hand lessons directly from experienced leaders.
- Reinforce critical parts of your culture that are essential for sustained performance.
- Engage in memorable experiences that build trust between team members.
- Acquire practical tools and techniques for building resilience and adapting to change.

Visit our [website](#) for more information about team offsites and workshops.

“We’d engineered our business for scale, but we didn’t have our teams talking to one another. Once McChrystal Group got these groups connected, suddenly... all of these insights started to come out.”

**COO**
**LEADING HEALTHCARE ORGANIZATION**
Leadership Program Components

Our transformative solutions are tailor-made from an extensive library of content that builds critical capabilities.

Discussion-based sessions employ a combination of interactive elements to drive key insights and develop essential capabilities for mid-level and senior-level leaders. Sessions are always tailored to achieve the organization’s objectives and meet the unique needs of the audience. Sessions range from 2-3 hours and can be delivered in-person or virtually.

Visit our website for detailed descriptions of each session.

<table>
<thead>
<tr>
<th>LEADERSHIP</th>
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<tr>
<td>Leading like a Gardener</td>
<td>Becoming a Digital Leader</td>
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<td>Building a More Engaged Workforce</td>
<td>Fostering Trust for High Performance</td>
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<td>Developing a Pipeline of Emerging Leaders</td>
<td>Overcoming Biases and Blind Spots</td>
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<th>STRATEGY</th>
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<td>Building &amp; Leveraging Strategic Networks to Drive Results</td>
<td>Aligning Your Team Vertically &amp; Horizontally with Meaningful Metrics</td>
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<td>Leveraging a Strategic Decision-Making Process</td>
<td>Energizing Teams Around Bold Ideas</td>
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<td>Leading People through Times of Change</td>
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“The cross-communication between all the teams (during the simulation) is something that we have needed ever since the reorganization. This is exceedingly helpful in demonstrating what each group brings to the table.”

Participant
HEALTHCARE ORGANIZATION

**SIMULATIONS**

Interactive group simulations underscore the importance of working as a cohesive unit, particularly when pursuing a grand objective in the face of complicated and high-pressure circumstances. These simulations can be conducted in-person or virtually and can accommodate teams as small as 10 individuals or as large as 300 individuals.

**SENIOR ADVISOR COACHING & MENTORING**

Experienced McChrystal Group leaders leverage their firsthand knowledge to provide insight and guidance on executives’ most pressing issues.

<table>
<thead>
<tr>
<th>PROCESSES &amp; OPERATIONS</th>
<th>HEALTHCARE ORGANIZATION</th>
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<tbody>
<tr>
<td>Engineering Transformation Through Processes and Behaviors</td>
<td>Building Intelligence Forums to Maintain Shared Consciousness</td>
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<td>Making Better Decisions Faster</td>
<td>Maintaining a Healthy Risk Immune System that Embraces Risk</td>
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<td>Building a Culture of Empowered Execution</td>
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<th>COLLABORATION &amp; COMMUNICATIONS</th>
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<td>Driving a Learning Organization with Psychological Safety &amp; Accountability</td>
<td>Delivering Executive-Level Briefs that Drive Outcomes</td>
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<tr>
<td>Collaborating Across Teams and Functions</td>
<td>Cultivating a Climate of Voicing Up</td>
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<tr>
<td>Developing and Fostering an Aligning Narrative</td>
<td>Leveraging Productive Tension and Conflict</td>
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McChrystal Group

McChrystal Group assesses, equips, and connects your teams to outpace your environment, your competitors, and your next challenge. We do this 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.

Visit mcchrystalgroup.com/academy for more information.