



Leverage **Red Team Workshops**

*To identify vulnerabilities, build resilience, and unlock adaptability
in an era of disruption*



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McChrystal Group Red Team

Thriving in an era of disruption

Organizations are confronting disruptive shifts with increasing frequency: geopolitical instabilities, extreme natural disasters, supply-chain challenges, emerging technologies, workforce disruptions, and the prospect of an economic downturn. These trends offer considerable new opportunities for organizations that can quickly adapt to them—while harming those who remain complacent and fail to adjust. Navigating these volatile times requires leaders that are willing to practice divergent and critical thinking.

McChrystal Group Red Team solutions are inclusive, highly-interactive engagements that leverage facilitated exercises, simulations, and trainings to identify vulnerabilities, challenge assumptions, and consider adversarial positions. These engagements produce far more effective and resilient strategies, plans, processes, or products while preparing organizations to address adverse events in a purposeful way, with minimal scrambling—even when events inevitably do not play out the way leaders had imagined or hoped.



Our research shows that only 37% of leaders agree that teams within their organization share the same perspective on how to succeed in their industry.

Why Red Teaming is Imperative

We facilitate Red Team workshops to help you surface, work through, and deal with risks and blind spots inherent in a complex decision so that you can effectively navigate current challenges, proactively prepare for future disruptions, and successfully adapt to the next new normal.

01 ■ PRESSURE-TEST STRATEGIES

Robust strategies result from constructively facilitated criticism of plans and processes. Our Red Team workshops immerse groups and leaders in adversarial perspectives that allow them to gain new insights, deliver actionable recommendations, and drive alignment.

02 ■ IDENTIFY RISKS AND BLIND SPOTS

Our Red Team workshops surface weaknesses in plans, processes, or strategies through anonymity, written documentation, prioritization (via consequence, probability, and ranked voting), small group work, and large group discussions, among other methods.

03 ■ OVERCOME GROUPTHINK

All organizations are susceptible to groupthink and other cognitive, organizational, cultural, and normative barriers that inhibit creativity and innovation. Our workshops embed divergent and novel thinking to improve organizational performance.

04 ■ ENHANCE EMPLOYEE ENGAGEMENT

Our workshops connect teams and provide opportunities for all participants to raise their voices. The result is enhanced engagement in addition to generating buy-in when it matters most – after a foundation has been laid and before a decision has been made.

05 ■ UNCOVER NEW WISDOM

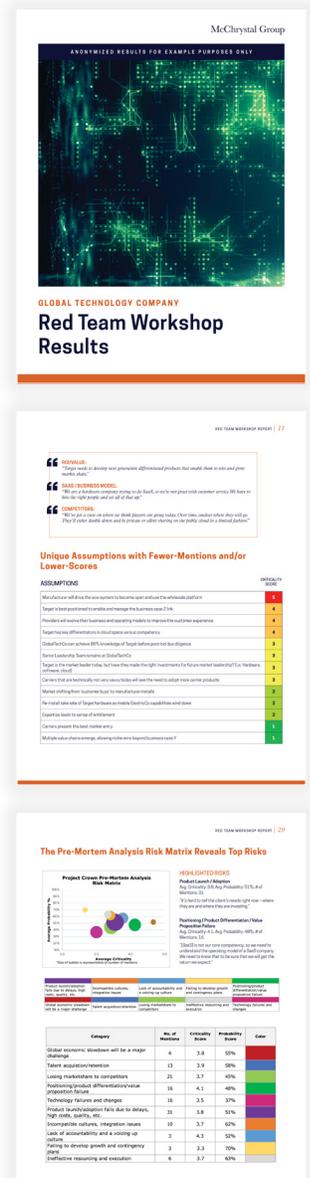
Tighter feedback loops between new ideas and corresponding adjustments leads to faster decision-making and innovation. Our workshops give leaders critical information from front-line employees who often see challenges and opportunities first—thus augmenting organizational wisdom.

Red Team Workshops

Our experienced facilitators, leverage a variety of tailored experiential components– topical sessions, small and large-group discussions, and facilitated Red Team exercises– to create an inclusive environment where all voices are heard while helping your team to develop a shared understanding of the way forward, refine this understanding based on collective feedback and debate, and create actionable and measurable objectives and methods that enable successful execution.

SAMPLE RED TEAM AGENDA

Time	Description
15 mins	Opening Remarks Introductions and overview of the session’s objectives and agenda.
45 mins	Red Team Exercise: Visioning A visioning exercise uses narrative world-building techniques to uncover ideas about the broader environment that can affect future objectives.
45 mins	From the Current State to Vision McChrystal Group facilitators to lead an exercise that identifies the critical risk factors between today and the Visioning end-state.
15 mins	Break
30 mins	Red Team Exercise: Assumptions Check A Red Team exercise to identify the assumptions that underpin the business plan and weight their criticality.
45 mins	Assumptions Analysis The assumptions collected earlier during the Assumptions Check exercise will be analyzed and presented to the participants. In small groups, participants will develop recommendations to reduce the criticality of the core assumptions or convert the assumptions into facts.
30 mins	Cementing Alignment: Speaking with One Voice Another power of Red Teaming is unlocked when the roll-out and implementation of findings and take-aways complement the strategic plan. Participants will take part in a guided group discussion and reflect individually to ensure they have an aligned message to share with their teams.
15 mins	Path Forward and Closing Remarks Reflections from the day and closing remarks.



Following the conclusion of the workshop, we synthesize outputs into an actionable report containing practical recommendations, tools, and tactics.

Some Recent Red Team Engagements



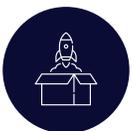
Fortune 50 biopharma deciding how to market and price a new drug and assess probable response of second-mover competitors.



U.S.-based technology company deciding whether to proceed with the \$950M acquisition of a competitor and its associated patents.



State government uncovering the logistical and political risks associated with messaging and rolling-out of COVID vaccines.



Global technology company trained to establish its own internal Red Team to pressure-test its products before launch.



Fast-growing venture capital firm making the cultural shift to a “scaling to agility” mindset to provide more immediate value for its portfolio companies.

“

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.”

Financial Services Executive
Red Team Client

PROVEN RESULTS ACROSS INDUSTRIES

WORKSHOP 1:

A Four-Company Technology Consortium

30-person leadership cohort
One-day, in-person workshop



- Participants were able to improve their collective alignment on the collaborative approach to win government contracts— an increase of 49%.
- *“I feel really good about the direction we’re going. We have tangible goals and a schedule to execute.”*
– Workshop Participant

WORKSHOP 2:

\$5.2b Global Medical Company

20 participants from disparate functions
8-hour, 2-part series virtual workshop



- Participants noticeably increased their confidence in implementing the new organizational strategy.
- *“Fantastic facilitators and overall team. The ease and clarity in which the discussions were documented throughout the workshop were so helpful and impressive.”* – Workshop Participant

WORKSHOP 3:

Leading Regional Financial Firm

35 leaders and key enterprise partners
Half-day, virtual workshop



- 93% of the cohort agreed that they would recommend the workshop to a peer.
- *“Red Teaming is a great way to identify controllable versus non-controllable concerns and issues, and align on mitigation plans.”* – Workshop Participant

TESTIMONIAL

“During our partnership, I was consistently impressed with the quality of the staff at McChrystal Group and the well-thought-out structural context that they used to manage the process. They worked hard to learn our business and prepare for an intensive off-site strategy development conference, which they hosted.

The conference itself was extraordinary. The facilities were perfectly suited to the task at hand, and the expertise with which the team of facilitators managed the process was remarkable. Each facilitator brought a unique perspective and personality, but all worked to get the best out of my team.

A key element for our strategy development was the employment of a ‘Red Teaming’ technique to test the strategy prior to finalizing it and deploying it the organization. McChrystal excelled in this area.

The results of this process have been remarkably impactful. The problems and issues surfaced through the conference got to the heart of our strategic challenges. More importantly, they were discussed to sufficient depth to find common areas and themes that the strategy could be organized around. Because

of the red team process, a broader group of business leaders within my organization feel that they have had a hand in the planning process than ever before. And the resulting strategic plan has been constantly used as a touchstone for the organization as we operated in the year.

I believe that work that we did with McChrystal Group is probably the single most important factor in our successful handling of the COVID-19 pandemic as an organization. The principle of broadly sharing information and enabling effective local control has been at the center of our COVID response, and the primary reason that our business results and customer satisfaction have improved during the pandemic.

I have had the opportunity to work with a number of different organizations over my career that claim to help facilitate the development and deployment of strategy. None have had the far-reaching benefit and impact of our engagement with the McChrystal Group.”

Global Technology Company
President

McChrystal Group

McChrystal Group helps you drive the results that matter by unleashing the power of your teams. That's why we've been helping organizations get their teams working better, smarter, and faster for over a decade. Forged in combat and proven across industries, we use our Team of Teams® framework to help you get the most out of your teams, turning them into powerful engines of meaningful change.

Visit us at mchrystalgroup.com/red-team for more information.

Here are some of our **partners.**

MDAnderson
Cancer Network™

biohaven
pharmaceuticals

General Mills
Making Food People Love

intuit®

MIDLAND
DEVELOPMENT CORPORATION

CISCO

CITY of BOSTON

ExxonMobil