# McChrystal Group

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# Organizations Perform When Teams Work

Drive the results that matter by unleashing the power of your teams

# We are McChrystal Group. We're here to make your teams work.

We understand how frustrating it is when your teams aren't achieving what you know they can. Instead, they seem to be stuck in one meeting after another, rehashing minor decisions while major targets go unmet.

The people on your teams *aren't* to blame.

In fact, after more than a decade working with organizations like Intuit, General Mills and the City of Boston, we've found the people who most want their teams to perform are the people on those teams.

The problem is what's holding them back. Barriers like unclear direction, low engagement and lack of trust. Barriers that clutter all kinds of teams, whether they see them or not.

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.

We can do the same for you.  $\rightarrow$ 



If succeeding requires you to change, that's your mission."

General Stan McChrystal, CEO & Chairman of McChrystal Group

### Start driving results that matter.

#### McChrystal Group Team Science

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# **McChrystal Group Team Science**

Leveraging data for business impact

Team Science combines cutting-edge analytics, academic frameworks, and narrative-centered storytelling to transform your data into action. Our multi-disciplinary approach and suite of analytical tools is purpose-built to drive the results that matter to your organizations.

### Our approach builds on these following principles:

#### CUT THROUGH THE CLUTTER

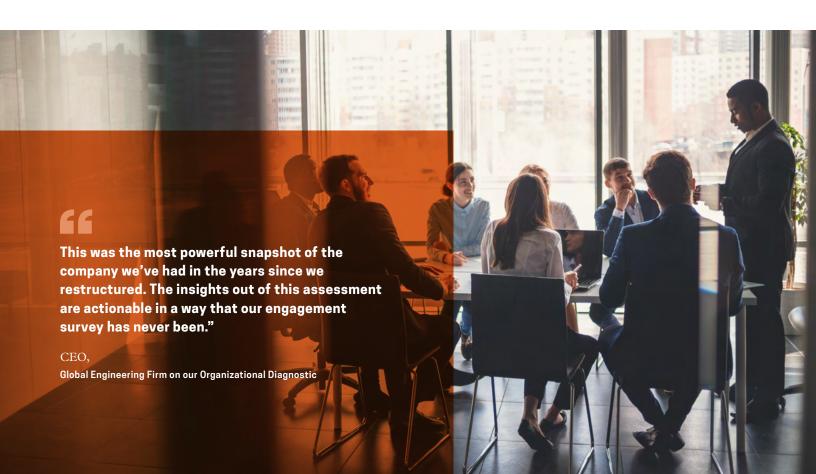
We give executives the timely information they need to focus on optimizing day-to-day processes and crisis responses.

#### **FOCUS ON PEOPLE**

Putting people front and center helps you understand how information, strategy and decisionmaking truly flow throughout your organization.

#### A NETWORKED APPROACH TO CHANGE

Organizations need to know which teammates are key influencers who can help achieve goals faster and accelerate change adoption.



### McChrystal Group Team Science offers the following services:

#### ORGANIZATIONAL DIAGNOSTIC

Transform data into strategic action with a comprehensive assessment leveraging our tested measurement tool.

#### LEADER BEHAVIOR DIAGNOSTIC

Help leaders create and lead adaptable teams using our unbiased self-reflection assessment.

#### **EMPLOYEE ENGAGEMENT ASSESSMENT**

Understand what drives employees, using a tool that has been shown to be a better predictor of employees' turnover intentions than compensation.

#### **INCLUSION ASSESSMENT**

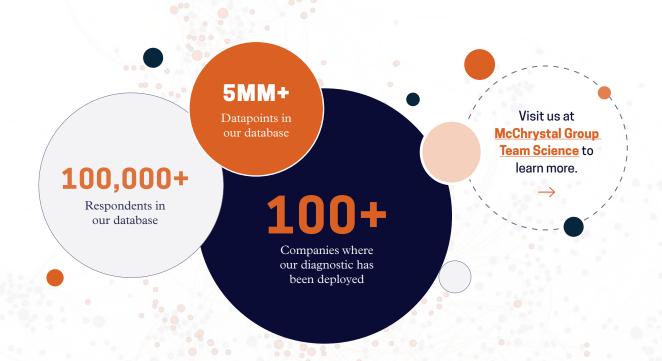
Understand your organization's inclusivity through its informal network, enabling targeted measures to increase inclusion.

#### **PULSE ANALYTICS**

Allow your leader and teams to pivot quickly by using rapid, bespoke insights.

#### MANAGED ANALYTICS SERVICE

Engage Team Science solutions as your long-term partner for lasting change.



# **McChrystal Group Implementation**

Improving organizational effectiveness

Drawing from our leadership experience developed in unpredictable and complex operating environments along with our years of client delivery, we partner with our clients to help define, pressure test, and deliver strategies; build an operating model that puts flexibility and teamwork at its core, and implement decision-making processes that enable speed and empowerment.



Our partnership with McChrystal Group has been nothing less than transformational for the company, and shareholders have been rewarded with significant value creation."

President & Chief Operating Officer, Consumer Lawn and Garden Company

### McChrystal Group Implementation offers the following services:

#### **Build Strategic Alignment** 01

Aligning an organization on a shared set of strategic priorities, allowing for a more effective allocation of resources, and enabling the team to accomplish objectives and create value. Our solutions align the senior leadership team upon a common set of actionable strategies. We cascade these strategies to develop team strategies, objectives, and initiatives. Finally, we establish organizational alignment through bottom-up refinement and horizontal and vertical dependency reconciliation, supporting the execution of technology to connect, engage, inform, and empower every member of your team.

#### **Optimize Planning and Execution**

Enabling organizations to deliver on performance targets reliably, creating predictability and stability that the market rewards. Our process begins with translating an organization's strategic initiatives into actionable plans for execution. We then implement progress reviews for an organization's ongoing initiatives on a rolling cadence, allowing clients to assess changes in the internal and external operating environment and adapt the enterprise accordingly. We work with your teams to deploy security, compliance, access, and accessibility that enable communication and collaboration using the modern workplace technology solutions you already own.

#### **Establish & Refine Communications**

Streamlining operating rhythm, processes, and operating models to eliminate waste, increase effectiveness, and improve cross-functional collaboration. Our approach improves organization-wide communication, builds internal networks, and reduces the number and frequency of meetings, ensuring that your enterprise functions optimally in today's resource-constrained world. Our enterprise team supports effective meetings and information sharing through knowledge management maturity to accelerate every team's success.

#### Improve Decision Making

Empowering execution and creating repeatable, scalable decision-making tools. Through facilitated exercises, our team establishes decision-making rights and authorities at each level for recurring decisions reducing ambiguity and empowering individuals at all levels. This process helps build an adaptable team capable of reacting to any situation, seizing opportunities, and proactively mitigating risks. Additionally, we implement a more deliberate, consistent, and transparent decision-making process for organizations' critical decisions. Across the process, we utilize technology tools to reach people where they work and how they work, whether at home, in the office, or on the go - ultimately ensuring that people receive and align with company decisions.

#### **Pressure Test Strategies & Assumptions**

Increasing competitiveness in complex environments by pressure testing plans, identifying vulnerabilities, challenging assumptions, and considering adversarial positions through facilitated exercises, simulations, and training. These 'Red Teaming' practices result in more robust, resilient plans to stand up to the pressures in the modern business environment.

#### **Deploy Fusion Cells**

Leveraging "whole-of-business" capabilities to drive and maintain your priorities: tackle today's cross-cutting threats and seize the greatest opportunities. In today's environment, traditional processes to gather information and drive action can operate at peak performance and still prove insufficient. Fusion Cells are purpose-built to drive focus on priorities, enabling cross-functional thinking and driving action so that not every complex problem requires executive attention. We work with your experts to deploy the technology tools, security, global data management, and access control to deliver the always on, always secure, and always compliant functionality a Fusion Cell requires.

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02

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# McChrystal Group Academy

Building transformative leaders who drive business outcomes

Your success – especially in complex environments and times of uncertainty – is dependent on your leaders. That's no surprise to anyone. The real challenge is identifying and building the essential capabilities that your leaders need to drive your strategy, build high-performing teams, retain top talent, and ultimately transform your organization, at all stages of its evolution.

McChrystal Group Academy offers a holistic approach that uniquely targets your specific context. We deliver that transformation by leveraging our experience from the battlefield, the boardroom, and the classroom to design and deploy custom leadership development solutions that drive business outcomes.

Our experience with the McChrystal Group provided us with the exact playbook we needed to evolve our communications without missing a beat and put us in the position to thrive as we move ahead."

Todd Dipaola, InMarket CEO



# McChrystal Group Academy offers the following services:

### **Custom Leadership Programs**

01.

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.

### Team Offsites & Workshops

02.

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.

#### **Simulations**

03.

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.

### **Senior Advisor Coaching & Mentoring**

04.

Gain insight and guidance on executives' most pressing issues by leveraging experienced McChrystal Group leaders and their firsthand knowledge.

# 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 Stand alone 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:

#### Leading a Financial Services Team

110 market leaders and key enterprise partners Series of intensive trainings



- Financial Advisors increased new client relationships by 63%, supporting record revenues while competitors reported steep declines.
- "The results of our collaboration are becoming visible to the marketplace! Growth!!" – Head of Wealth Management Team

## McChrystal Group

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Visit us at <u>mcchrystalgroup.com</u> to learn more about:

INSIGHTS CLIENT WORK SERVICES OUR PEOPLE

### Here are some of our partners.













CITY of BOSTON

