



# 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:**

- 01 Begin with our client’s strategy and specific challenges in mind
- 02 Tailor the experience with our team of adult learning experts
- 03 Leverage our unique approach and perspective on leading teams
- 04 Use experienced leaders with exceptional backgrounds to facilitate sessions
- 05 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  
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:**  
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.*

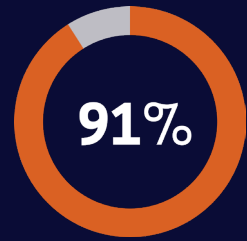
For more details see Page 6 →



## **Leader Certificate Courses**

*Practical courses that combine discussion-based virtual sessions with relevant self-directed assignments to equip leaders with essential capabilities.*

For more details see Page 8 →



**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.

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

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 People Through Times of Change
  - Discussion Panel: Leading Change with Greg Vogle
  - 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)*

<b>DAY 1: Build the Team</b>	
<b>Emergency Management Simulation</b>	An intense simulation highlighting the importance of collaboration and communication, illuminating individual and team dynamics that may positively or negatively impact team performance.
<b>Team of Teams Whiteboard</b>	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.
<b>Building Team Resilience</b>	The group explores the critical components of resilient teams – stability, connection, and agility – through a series of discussions, reflections, and group activities.
<b>Big Picture Challenge</b>	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.
<b>Leadership Panel</b>	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.

<b>DAY 2: Lead the Organization</b>	
<b>Leadership Stretch Experience</b>	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
<b>Pressure Testing the Strategy</b>	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.
<b>Collaborating Across the Organization</b>	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.
<b>Keynote from General McChrystal with Q&amp;A</b>	As a climax to the offsite, General (Ret.) Stan McChrystal shares his insights and answers the team's questions.
<b>Reflection and Application Plan</b>	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.



## 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.

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**“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

# Leader Certificate Courses

Targeted and practical certificate courses combine discussion-based virtual sessions with relevant self-directed assignments to equip leaders with essential capabilities.

Course length and intensity can be adjusted per client needs, but typically takes place over 3-4 weeks and requires 12-20 hours of effort from participants.

COURSES	DESCRIPTION	
<b>Chief of Staff Essentials</b>	<p>Designed for Chief of Staffs (or those in a similar position) to gain insightful tools and advice on leading effectively and leveraging their unique position throughout their organization.</p> <ul style="list-style-type: none"> <li>• <b>Part 1</b> equips Chiefs to bridge communication gaps by creating effective channels and forums that ensure that their organization has the right operating rhythm.</li> <li>• <b>Part 2</b> enables Chiefs to increase the speed and quality of decisions within their organization by prioritizing clearly, defining decision space, and mitigating biases.</li> <li>• <b>Part 3</b> empowers Chiefs to support their senior leaders as a thought partner by challenging assumptions in a productive way while fostering innovation and creativity throughout their organization.</li> </ul>	
<b>Chief of Staff Executive</b>	<p>This course is designed for Chiefs of Staff who must expand their influence to ensure organizational success at the most difficult time – where stakeholders may be remote, dispersed, and uncertain of the future. Over the course of seven weeks, participants will work through facilitated sessions and peer coaching groups to define an unpredictable role, identify your leadership tendencies to understand how to drive higher performance and be introduced to process shifts that enable accountability, better communications, and strategic clarity. Within an environment that is changing rapidly, Chiefs will be equipped with the tools to create clarity for their role as Chief, larger impact for their organization, and their own professional development.</p>	
<b>Building Resilient Teams</b>	<p>Participants examine the key characteristics of high-performance and learn how to embed those traits into their teams, to make them more resilient and capable of overcoming complex challenges.</p>	<ul style="list-style-type: none"> <li>• Ensuring Stability</li> <li>• Enabling Connection</li> <li>• Enhancing Agility</li> </ul>
<b>Leading Transformational Change</b>	<p>Participants will experiment with a change management process and learn how to effectively engage stakeholders and their teams to sustain change.</p>	<ul style="list-style-type: none"> <li>• Engineering Organizational Change</li> <li>• Leading People Through Change</li> <li>• Fostering Ongoing Innovation</li> </ul>
<b>Communicating and Collaborating Effectively</b>	<p>Participants discover tactics to communicate with influence and explore common barriers that derail collaborative projects.</p>	<ul style="list-style-type: none"> <li>• Connecting the Organization</li> <li>• Communicating with Influence</li> <li>• Collaborating Effectively</li> </ul>
<b>Decision Making</b>	<p>Participants learn practical tools to make high-quality decisions and improve team members' judgment. They are introduced to the concept of "decision space" and a method to proactively define that space for quicker decision-making.</p>	<ul style="list-style-type: none"> <li>• Making Better Decisions Faster</li> <li>• Reducing Biases and Blindspots in the Decision Making Process</li> <li>• Empowering People to Decide</li> </ul>



# Content Library

*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.



LEADERSHIP	
Leading like a Gardener	Becoming a Digital Leader
Building a More Engaged Workforce	Fostering Trust for High Performance
Developing a Pipeline of Emerging Leaders	Overcoming Biases and Blind Spots

STRATEGY	
Building & Leveraging Strategic Networks to Drive Results	Aligning Your Team Vertically & Horizontally with Meaningful Metrics
Leveraging a Strategic Decision-Making Process	Energizing Teams Around Bold Ideas
Leading People through Times of Change	

PROCESSES & OPERATIONS	
Engineering Transformation Through Processes and Behaviors	Building Intelligence Forums to Maintain Shared Consciousness
Making Better Decisions Faster	Maintaining a Healthy Risk Immune System that Embraces Risk
Building a Culture of Empowered Execution	

COLLABORATION & COMMUNICATIONS	
Driving a Learning Organization with Psychological Safety & Accountability	Delivering Executive-Level Briefs that Drive Outcomes
Collaborating Across Teams and Functions	Cultivating a Climate of Voicing Up
Developing and Fostering an Aligning Narrative	Leveraging Productive Tension and Conflict

## 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.



“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



# McChrystal Group

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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.

Here are some of our **partners.**



intuit.

ExxonMobil



CITY of BOSTON

MDAnderson  
Cancer Network™



  
MedStar Health

Visit [mccrystalgroup.com/academy](https://mccrystalgroup.com/academy) for more information.