

MASTERING RISK

General Stanley McChrystal

Retired Four-Star Army General; Chairman, Service Year Alliance; Founder, McChrystal Group; Senior Fellow, Yale University; Best-Selling Author

Four-Star General McChrystal's leadership in the U.S. Army is praised for revolutionizing the way the military and government agencies interact in counterterrorism efforts. Since retiring from the military, he founded the McChrystal Group to help businesses around the world succeed in challenging environments. As an advocate for national service, he is Chairman of Service Year Alliance. A senior fellow at Yale University, McChrystal teaches a leadership course. He is a *New York Times* best-selling author of multiple books including, *Team of Teams*.

General Stanley McChrystal draws from personal and elite military leadership experience to inspire leaders how to execute what seemed like impossible missions. Helping leaders navigate the shifting landscape of challenges they face today, General McChrystal encourages leaders to build a "risk-immune system" to win in the challenges you face today.

Determine Your Threats

Leaders today face a variety of challenges. Each challenge encounters risk. What is one immediate risk your team or organization is facing today? Describe it below:

Assess Your Immune System

How does your organization or team currently respond to threats? Take time as a team to determine the ways you currently do each of the following:

- Detect
- Assess
- Respond

- Learn

Empower Action

General McChrystal reinforces the importance of structure, but also shares the barriers of policy he has experienced. What policies, decision making, lines of communication, or other procedures are actually serving as barriers to your team's ability to effectively win against the challenges you face? As a team, make a list of two or three barriers below:

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General McChrystal shares the example of reducing multiple policies to two: *nothing illegal, nothing immoral*. What reductions and simplifying of policies can you make in order to empower your team, helping them decide quicker and act faster?

Communicate Effectively

General McChrystal describes how effective communication involves sharing *context* with as many people as possible within your team and allowing them to execute with the information they receive. What would this information-sharing communication style look like practically for your team?

As a team, describe below how your communication currently flows.

Using the following questions as a guide, how could that communication flow change in order to share context with more leaders on your team or within your organization.

- *What* context do you need to communicate?
- *Who* are all the people who need to hear it?
- *How* can communication flow to those leaders faster?

Act

What ONE element from this session will you act upon this week to lead through the risk challenges your team faces?