

TEAM OF TEAMS

New Rules of Engagement For a Complex World

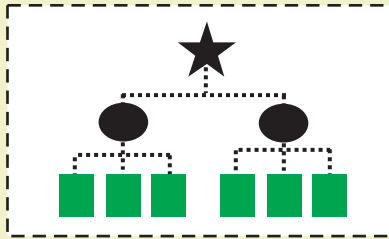
GENERAL STANLEY McCHRYSTAL

GENERAL STANLEY McCHRYSTAL retired in July 2010 after 34 years of service in the U.S. Army. A four-star general at the time of his retirement, his final assignment was to head up NATO's International Security Assistance Force and all US forces in Afghanistan. He previously served as the director of the Joint Staff and for five years General McChrystal was commander of the Joint Special Operations Command. Since his retirement, General McChrystal has become a senior fellow at Yale University's Jackson Institute for Global Affairs and has established his own consulting firm, McChrystal Group. He is also the author of *My Share of the Task*. General McChrystal is a graduate of the John F. Kennedy Special Warfare Center and the United States Military Academy.

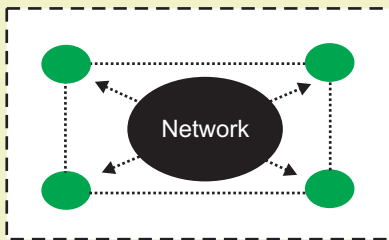
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MAIN IDEA



The United States Army learned in Afghanistan and Iraq you can't defeat a network with a hierarchy. It takes a network to beat a network. It wasn't until the US Army stopped building a hierarchy and instead built a network that success was realized.



The same is true in many industries right across the economy. The key to success today is not to try and build a better hierarchy. Instead, successful organizations transform themselves into interconnected and effective networks. If you can build a network which is resilient and adaptable but at the same time focused on your overall strategic goals, you can and will succeed. If you can do that, everything else will fall into place.

"Efficiency remains important, but the ability to adapt to complexity and continual change has become an imperative. Few of us are criticized if we faithfully do what has worked many times before. But feeling comfortable or dodging criticism should not be our measure of success. There's likely a place in paradise for people who tried hard, but what really matters is succeeding. If that requires you to change, that's your mission."

– General Stanley McChrystal

1. The Change Imperative Page 2

When the United States went to war in Iraq, everyone assumed the world's most elite and best-equipped army would have no problems wiping out a seemingly ragtag band of radical fighters. Things didn't go to script. It wasn't that the enemy was superior – the battle was being waged in a dizzying new environment. That same complex landscape is emerging today in industries far and wide.

2. Teams Large and Small Pages 3 - 4

The usual approach to managing complexity is to form teams. That's certainly helpful but it's sometimes hard to scale the team approach. The glue which keeps everything together when it comes to getting small and effective teams to pull together is trust and an important common purpose which bonds everyone.

3. Sharing Pages 5 - 6

The key to building a resilient and adaptable network is to use savvy communication and complete transparency to create a shared consciousness. If you can do that, you can produce extraordinary outcomes across very large groups. Again, a foundation of trust is essential and vital. This sounds logical but the real trick is finding ways to create it.

4. Letting Go Page 7

The ultimate aim of building a network is to facilitate empowered execution within the organization. To achieve this, the mantra of the senior leader needs to be "Eyes On – Hands Off." You have to allow your people to make on-the-spot judgements and live by them.

5. Looking Ahead Page 8

If your organization has trust, common purpose, shared consciousness and empowered execution in place, you're positioned to excel in the future. You can't solely pursue efficiency but you have to add adaptability to the mix.

