

YALE UNIVERSITY

# Executive Global Leadership Course

October 30 – November 4, 2011



The Jackson Institute  
for Global Affairs

## THE PROGRAM

**October 30 – November 4, 2011**

This first iteration of this five-day Executive Global Leadership Course focuses specifically on teaching high performing executives how to lead complex, networked organizations in a fast-paced and challenging environment. Built on a foundation of operational experience gained in the post 9/11 world, the course features the CrossLead process developed by General (Ret) McChrystal and his team (mostly former Special Operators) and is presented through seminars, team interactions, open forum discussions, and uniquely challenging simulations. These simulations reinforce the principles learned in the classroom as executive teams respond to a rapidly evolving global crisis scenario.

### The course sessions are broken into five primary blocks:

- **Seminars**, led by uniquely experienced operators, present the building blocks of GEN (Ret) McChrystal's CrossLead principles — a leadership system that involves communication processes, knowledge and time management systems, and technological innovations.
- **Daily Coordination (Operation & Intelligence) Briefings** demonstrate the forum that was effectively employed by the Joint Special Operations Task Force to “lead from the center” while decentralizing decision making and operations.
- **Class Practicals** on the previous day's lesson allow for planning, brainstorming, and information sharing; skills will be relevant to both your organization and the coursework.
- **Executive Time with Mentors** will be used to review the day, conduct internal “After Action Reviews,” and prepare for the following day.
- **Simulations** are dynamic exercises built on a global crisis scenario in which executives will be challenged to gather and disperse information across a network to develop effective shared situational awareness.

During the week, GEN (Ret) McChrystal and his staff will lead and monitor all the exercises and provide perspective and lessons learned. On the final day of the course, an open forum will be held for review of the week's lessons.



General McChrystal (USA/Ret) is a Senior Fellow at the Jackson Institute for Global Affairs and was Commander of the International Security Assistance Force and Commander of United States Forces Afghanistan. His career in the U.S. Army spanned 34 years. Prior to his service in Afghanistan, he served as Director of the Joint Staff (2008–2009), where he assisted the Chairman of the Joint Chiefs of Staff in managing the direction, operation, and integration of all combat land, naval, and air forces. Previously, he commanded the Joint Special Operations Command (2003–2008). In this capacity, for almost five years, he directed elite U.S. military forces in Iraq, Afghanistan, and elsewhere around the world. General Stanley A. McChrystal is noted for the transformational approach he and his team implemented and he was called “one of America's greatest warriors” by Secretary of Defense Robert Gates. He is currently teaching leadership at Yale and serves on the White House *Joining Forces* initiative, aimed at improving the lives of military families.

## THE COURSE SCHEDULE

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	
5:00		Physical Training (Optional)	Physical Training (Optional)	Physical Training (Optional)	Physical Training (Optional)	Physical Training (Optional)	
5:30							
6:00							
6:30							
7:00		Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	
7:30							
8:00		Executive Time	Executive Time	Executive Time	Executive Time		
8:30						Gen McChrystal: Leadership and the Human Factor	
9:00		CrossLead Tour/Discussion and Demonstration	2nd O&I: Situation Brief/ Update from First Practical	3rd O&I: Situation Brief/ Update from Field Practical	4th O&I: Situation Brief/ Update from Field Practical		
9:30							
10:00		Element Executive Time with Mentors: Building the CrossLead Room	2nd Class Practical on Determining Solutions & Systems for Implementation	3rd Class Practical on Implementing Solutions & Solving the Problem		Open Forum	
10:30						Closing Comments/Critiques	
11:00							
11:30						Graduation	
12:00		Lunch	Lunch	Lunch			
12:30							
13:00	Check-in & Administration	Element Executive Time with Mentors: Building the CrossLead Room		4th Seminar: Disseminate Results/Best Practices Throughout the Organization	2nd Practical Scenario	Lunch	
13:30							
14:00		1st O&I: Mentors Initial Situation Brief	1st Practical Scenario				
14:30	Welcome/Course Overview/Principles			5th Seminar: Analyze Results and Consequences			
15:00							
15:30		1st Class Practical on Understanding & Appreciating the Challenge					
16:00	1st Seminar: Identify and Understand the Problem/Challenge						
16:30		Dinner	Dinner				
17:00							
17:30							
18:00	Dinner and Social			Dinner		Optional Social	
18:30		2nd Seminar: Determine Solutions and Systems for Implementation	3rd Seminar: Implement Solutions & Solve the Problem				
19:00							
19:30					Element Debrief		
20:00	Element Executive Time with Mentor	Element Executive Time with Mentor	Element Executive Time with Mentor	Element Executive Time with Mentor	Group Debrief		
20:30							
21:00							

This program is intense and interactive by design. Executives will learn leadership principles; work in a defined collaborative process; and practice mechanics implemented by the U.S. Military and Interagency over the past 10 years of combat operations. Executives will learn to use technology in new ways to lead a network, and develop and maintain critical relationships.



This innovative course will take place in New Haven on Yale's historic campus. The Executive Global Leadership Program will be based in the Maurice R. Greenberg Conference Center but will make use of Yale's broader campus. The Greenberg Center is a state-of-the-art conference facility specially designed for international executive education.

# Yale

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