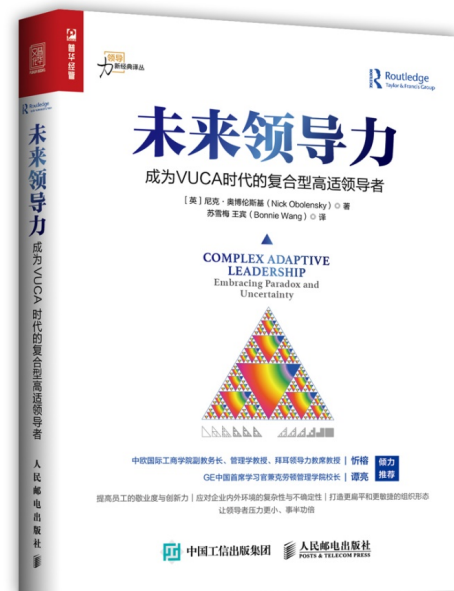
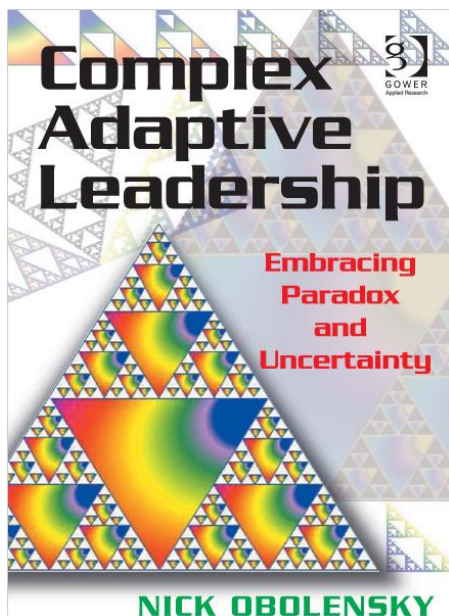




# The Complex Adaptive Leadership™ Approach



IP Owner:  
Complex Adaptive Leadership Ltd.  
(UK Company Number: 7792230)

Subsidiary company in China:  
Agile Plus Management Consultants  
Co, Ltd. (Company number:  
12000002201608240014)

*Ground-breaking Organisational, Leadership and Talent Development*

## WHY - practical needs of our clients

The CAL development best suits clients operating in a Volatile, Uncertain, Complex and Ambiguous (VUCA) environment facing the need for change and increased agility. The key needs the approach addresses are:

- There is a need for speed, agility, efficiency and innovation to respond better in a VUCA environment
- Leadership needs to go upwards, sideways and outwards not just exercised downwards
- Initiative needs to be at all levels to serve better increasingly competitive and demanding markets
- The level of engagement and empowerment needs to be increased, with responsibility and clear accountability taken at all levels
- More results need to be gained faster for less effort
- Innovation needs to be enabled at all levels within a more agile organisation.

## CAL is unique as it is:

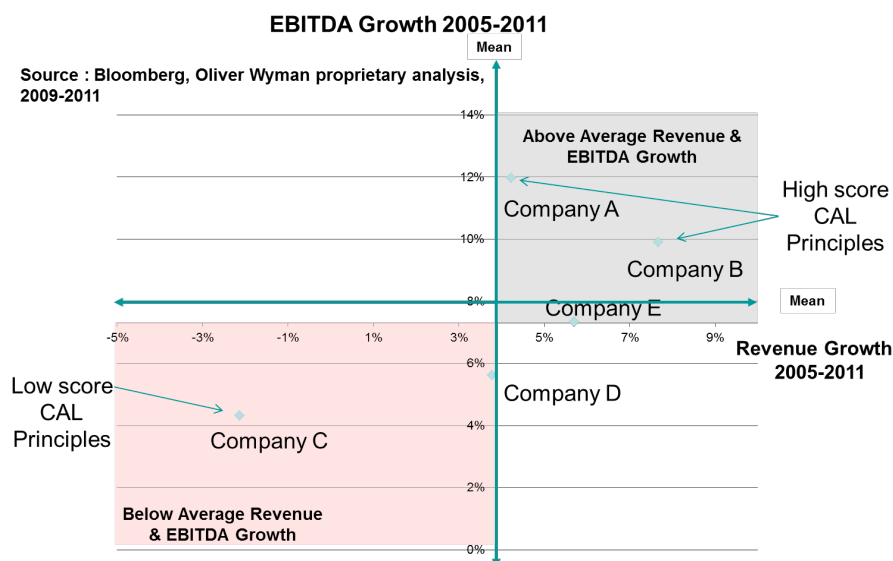
- Culturally neutral and can operate across national, industrial and hierarchical boundaries
- Fully integrated and addresses strategic, organisational and individual behaviour challenges
- Proposes leadership should go upwards, sideways and outwards and not just downwards
- Changes mind-set and behaviour in a way which can be used immediately to good effect
- Can be easily adapted to suit client specific issues and gets measureable results.



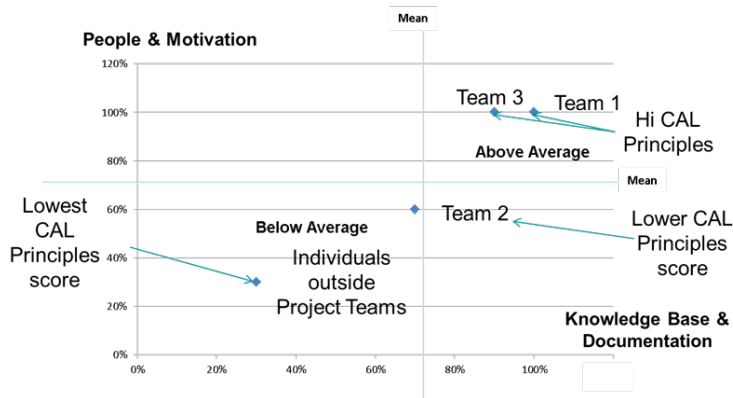
## WHAT – evidenced benefits

The CAL approach is truly innovative and unique. It generates benefits at three distinct but inter-dependent levels for organisations. These benefits are evidence based:

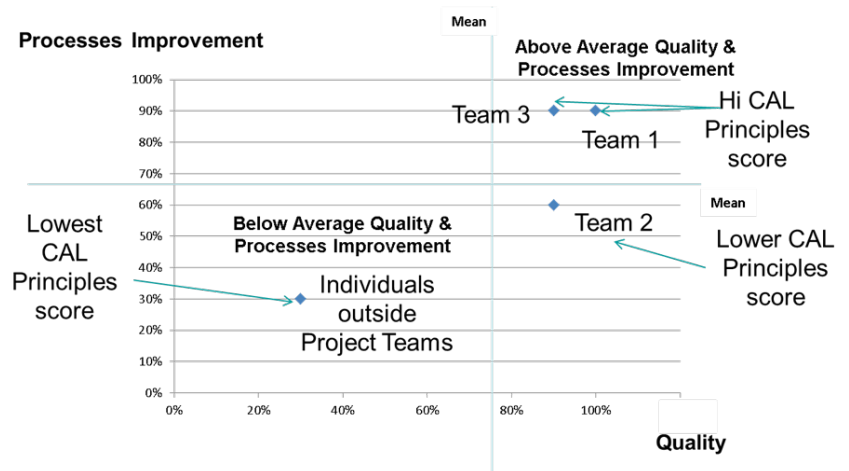
- **Strategic/corporate level.** CAL offers a complementary approach to strategy development which is more suited to VUCA times. Strategy needs to be dynamic and constantly evolving rather than only determined by the few to be implemented in a top-down way by the many. Independent research in the USA has shown that companies who have a high score against the CAL principles with a resultant dynamic approach to strategy achieve more sustainable revenue and EBITDA growth.



- **Organisational/team level** Organisations and teams which are self-organising, innovating and taking the initiative, perform better in VUCA environments than those who are based on more traditional ways. Independent research in Russia shows that teams scoring high on CAL principles achieve higher innovation and perform better on numerous criteria than those teams who score lower.



Research done in Russia on software teams dealing with complex projects

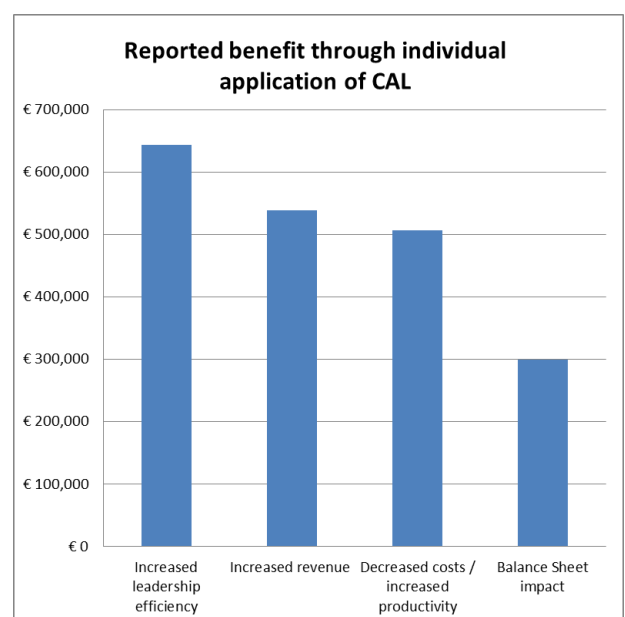


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Complex Adaptive Leadership Ltd; ICCPM CIS  
Proprietary research 2013-2014

- **Individual level** Leaders who have followed the CAL programme report a wide range of benefits. International research following a number of executives from around the world has shown that applying the CAL principles by leaders can get better results, faster, for less effort and stress. Below is the feedback from 4 groups of managers:

#### Examples of qualitative results:

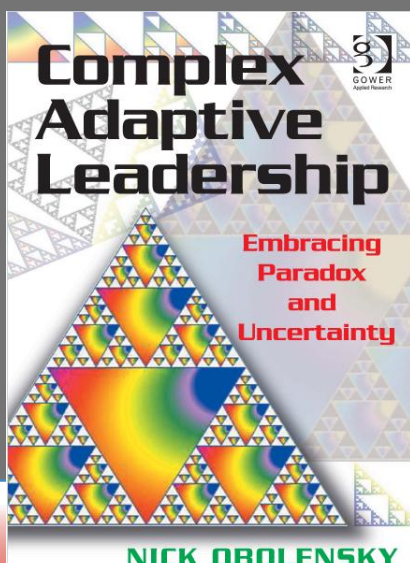
*"..deliverables that used to take 3-4 weeks now take 2-3 weeks"*  
*"I now get 50% less emails!"*  
*"Much more focus on the 'right things'"*  
*"Team members feel more valued, trusted and are more engaged"*  
*"..better able to adapt to change"*  
*"Work-family balance better"*  
*"Better time management, less stress"*  
*"Managed a much bigger project with less resources"*  
*"My management team becomes more self-steering"*  
*"Firmier with customers and better communications with them"*  
*"Increased motivation"*  
*"My approach in leading colleagues is markedly improved...(and they) are more relaxed and more motivated."*



## Some stories from measuring 4 months after the face-to-face workshop:

- Mike is senior manager in technology operations USA with some 30 years management experience.  
*"After 30 years of management and a very successful career I experienced life changing leadership through this programme. It exemplifies a real life train the trainer program. I've made a significant impact on my direct reports and their productivity reflects it. The 70-20-10 approach has influenced my teams on a daily bases and we have savings and cost reductions as a result. The IPAS system created a discipline reflection schedule and goal oriented plan. I've never experienced a program that continues to impact my life one year after the training. I would inspire anyone desiring to learn leadership and make a direct impact on others' lives to take this course. The passion of the CAL approach is like no other program."*
- Chris is an operations manager telecoms Singapore with some 20 years leadership experience.  
*"The CAL programme came at a good time, and is the best leadership development I have seen. I was beginning to be challenged leading a large team which was facing increasing volatile and uncertain times. During the CAL programme my responsibilities were enlarged and I am now leading a team 3 times larger and more spread out than before. By applying the CAL approach I am getting great results but for a lot less stress. I have learned how to let go and "get onto the balcony" and spend more time looking long term, whilst enabling my team to get on and achieve the day-to-day results. I am spending more time coaching and enabling, and also being more strategic in my work."*
- Guido is an R&D manager in IT company in Europe with 15 years experience:  
*"I learned about very useful and practical "tools"/methods which I am applying. CAL helps to structure and focus on how instead of what to do. It really makes a difference. It is not just about sitting in a class room and one way "enabling". It is about being active and even more important, being active beyond the course. I reduced my emails by 50%!"*
- Qiong Fei is a sales manager in telecoms China with 20 years experience:  
*"My management work became much easier and effective after applying the CAL approach. My work life balance has improved, team members are more pro-active, negotiation become more easier and interesting, and delegating more to my direct reports has seen them take responsibility very well. A major benefit is gained by more free time which can be re-invested on more important work."*
- Mahendra is an sales managers in India technology company with 15 years experience:  
*"The CAL programme was a real eye opener. I have applied this new and powerful approach to leadership and the results have been extraordinary. Deliverables that used to take my teams 3 to 4 weeks now take 2 to 3 weeks."*

Our research is best-selling and world acclaimed (also available in Chinese)



*....a startlingly worthwhile read for a business manager keen to develop a practical understanding of different strategies with which to engage subordinates...."*

Integral Leadership Review Jan 2012

*"...a marvellous resource that connects adaptive leadership with complexity science."*

Leadership and Organizational Development Journal Vol 32 Issue 3

*"..an excellent conceptual framework that permits a comprehensive analysis of every aspect of leadership"*

First Trust Bank Business Review December 2010



## HOW - typical programmes

We deliver to various levels, depending on client needs:

**Overview to raise awareness:** 1 day highly interactive workshop that raises awareness of a new and powerful approach for organisational performance, which shows how managers can achieve better results with less efforts and less resources, and faster. This programme only raises awareness and does not ensure sustainable change.

**Changing individual leadership mindset and behaviour:** Our 3-4 day face to face workshop kicks off a 4 month journey, enabling participants to get better results, faster for less effort. The following 4 months applies action learning using self-organised peer coaching by the participants, supported by an on-line action learning tool. Our Gold Award winning programme is an integrated blended learning 70-20-10 journey that gets demonstrable results with a less than 6 month payback:



**Enabling organisational wide adaptive improvement, agility and innovation:** Modular programmes of the above plus specific organisational wide changes to HOW things are done (rather than only adding initiatives), to enable the whole organisation to become more adaptive and innovative.

**Examples of where we have delivered and to who:**



## Example references of Complex Adaptive Leadership development work undertaken

	<p>Delivered capstone module for Top 300 Executive Development programme:</p> <p><i>"CAL is a key partner of our Top 300 Executives global development programme, running the last capstone module of it. CAL's module has received great feedback from our Executives, provides pragmatic tools to be used to deal with an increasingly VUCA world, and provides a highly engaging and inspiring approach to leadership more suited to modern times than the traditional."</i></p> <p>Pedro Gonzalo, Programme Director, Corporate University, Societe Generale</p>
	<p>Delivered a programme for top leadership team of IBM GBS APAC region:</p> <p><i>"One of the most engaging, provocative and enjoyable leadership development courses I have done in my career in IBM spanning three decades."</i></p> <p>Fiona McMaster, Vice President, Public Sector Leader - Asia Pacific</p>
	<p>Ran a series of workshops around the world for UBS Asia regional Managing Directors:</p> <p><i>"I had the pleasure to work with CAL for a half day piece around Complex Adaptive Leadership. The journey getting there was fantastic throughout!"</i></p> <p>Ronald Tay, Executive Director of Talent and Leadership, UBS</p>
	<p>Ran a programme for European CEOs on complex adaptive leadership and their teams, focussing on change and engagement of employees:</p> <p><i>"Having attended many such courses over quite some number of years, I would consider CAL to be at the very top for engagement &amp; content."</i></p> <p>Gerry Burke, CEO Ireland, Astra Zeneca</p>
	<p>Ran workshops in Beijing and Shanghai for Chinese managers:</p> <p><i>"I have seen many leadership models in my time as an HR Leadership and Talent Development professional. However, I recently saw the CAL (Complex Adaptive Leadership) approach delivered here in Beijing and I believe it is the best western model that suits the Chinese culture and psyche. The feedback from the participants has been very positive and they all gained great insights in how to manage themselves, teams and managers better."</i></p> <p>Minna Yu, Region Lead, Talent Leadership and Organization, NSN China</p>
	<p>We deliver each year a series of leadership programmes around the world:</p> <p><i>"Complex Adaptive Leadership (CAL) has delivered powerful leadership development to hundreds of our senior managers in our MNC around the world. The programmes are innovative, engaging and ensure specific actions which help move our organisation forward. Their leading edge approach is changing the management DNA of our company to face an increasingly complex and challenging future. The programme has been hailed by many experienced executives as the best leadership development they have seen."</i></p> <p>Francisco Menezes, Leadership and Talent Development Programs Manager, Nokia</p>

	<p>Ran workshop for National Health Service Wales to introduce Complex Adaptive Leadership:</p> <p><i>"CALs pragmatic solutions provide pressurised individuals and teams with straight forward methods to navigate through highly complex systems. The approach is highly influential in the development of our Organisational Development Practitioners programme for senior managers who are responsible for delivering highly complex change with multiple stakeholders across the Health, Social Service and Third sector. I believe that progressive leaders directly benefit from understanding these theories and applied solutions. We commissioned CAL Ltd to deliver a workshop ....the delivery was faultless."</i></p> <p>Grant Evans, Senior Leadership &amp; OD, National Leadership and Innovation Agency</p>
	<p>Ran a series of short seminars for CEO members of the YPO covering new ways of looking at, and exercising, adaptive leadership:</p> <p><i>"CAL made a significant impact and all participants valued his input. CAL was subsequently engaged to facilitate and teach in the UK at a YPO University which received accolades as one of the best YPO Universities ever. Nick combines an enthusiastic and energetic style with deep thought and new ways of looking at leadership that offers executives down to earth solutions that can make a difference."</i></p> <p>Andrew Abercrombie, Chairman Melbourne Chapter, YPO</p>
	<p>Designed and led as Programme Director at London Business School an in-company programme for Rio Tinto aimed at the top 100 executives from around the world:</p> <p><i>"Nick programme directed the design and delivery of our flagship, senior leadership programme for over 2 years, as well as being a key content contributor to the programme. The CAL approach fundamentally challenged our thinking and presented very powerfully a thoughtful and insightful argument which has helped us advance our approach to strategic leadership."</i></p> <p>Barry Bloch, Global Practice Leader: Leadership/People Development, Rio Tinto</p>
	<p>Delivered leadership and personal development days as part of INSEAD's International Executive Programme (IEP). Scored consistently high feedback:</p> <p><i>"Nick is fantastic in the classroom. I worked with Nick in my capacity as Program Director for INSEAD's International Executive Program on more than one occasion. He is very professional and an excellent presenter. The feedback I received from participants in my program was overwhelmingly positive."</i></p> <p>Michael Pich, Professor, INSEAD</p>
	<p>Designed a variety of in-house company programmes as Fellow at LBS:</p> <p><i>"I have worked with Nick on various programmes and he is excellent working with groups of senior executives. He brings a genuinely new, unique and powerful view of leadership. His interventions are engaging, inspiring and generate specific ideas and actions for implementing the CAL approach. Thoroughly recommended!"</i></p> <p>Professor Julian Birkinshaw, LBS</p> <p><i>"Nick is a very experienced lecturer, leader of executive education programmes, management consultant and coach. He is highly skilled at guiding and facilitating leadership teams of multinationals, helping them develop strategy, identifying core competence and develop deeper insight into future risks and challenges."</i></p> <p>Patrick Dixon, Chairman, Global Change Ltd Fellow, LBS</p>

For more information and/or a meeting to discuss further how this ground-breaking approach can help your organisation and enhance leadership development please contact:

[Info@ComplexAdaptiveLeadership.com](mailto:Info@ComplexAdaptiveLeadership.com)