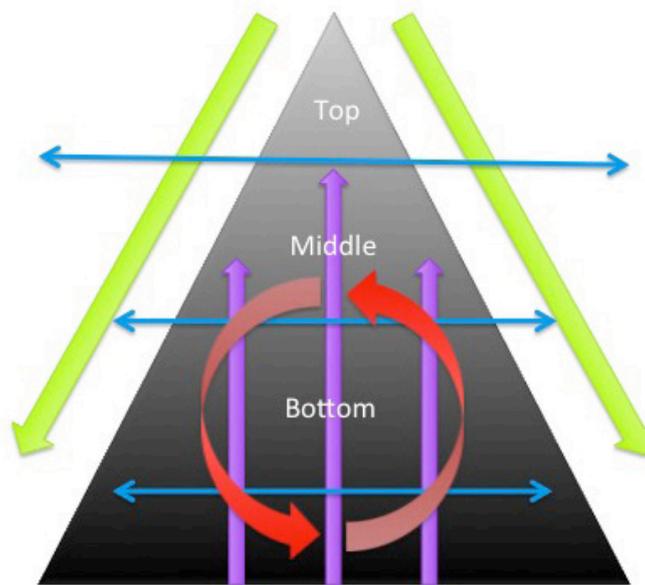




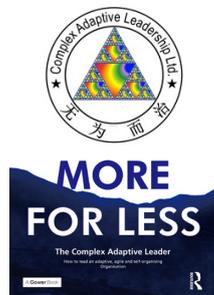
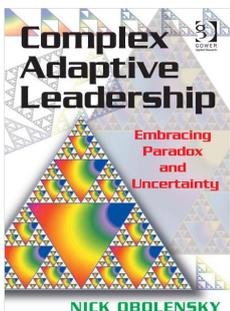
Complex Adaptive Leadership™ Approach, Benefits and Testimonies

A new approach, based on a new science, for a new VUCA age

Leadership 4.0 – the trend for leadership in organisations



- 1.0 Traditional, downward
- 2.0 Emergent, cross-boundary
- 3.0 Needed, upwards
- 1.0 + 2.0 + 3.0 =
- 4.0 Combined, dynamic for better agility and speed



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

Sister 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:

- Managing in a fast moving changing context and enabling continuous improvement
- Speed, agility, efficiency and innovation to respond better in a VUCA environment
- Ensuring leadership goes upwards, sideways and outwards not just exercised downwards
- Initiative is taken at all levels to serve better increasingly competitive and demanding markets
- Increasing engagement and empowerment, with responsibility and clear accountability taken at all levels
- Gaining more results, faster, for less effort
- Enabling innovation at all levels within a more agile "self-managed" organisation
- Widening the leadership view and extending leaders' horizons
- The increasing pressure on HR to show real financial Return on Investment (ROI) for leadership development programmes.

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
- Easily adapted to suit client specific issues and gets measurable results
- Based on 'hard' science and mathematics rather than philosophy or psychology.



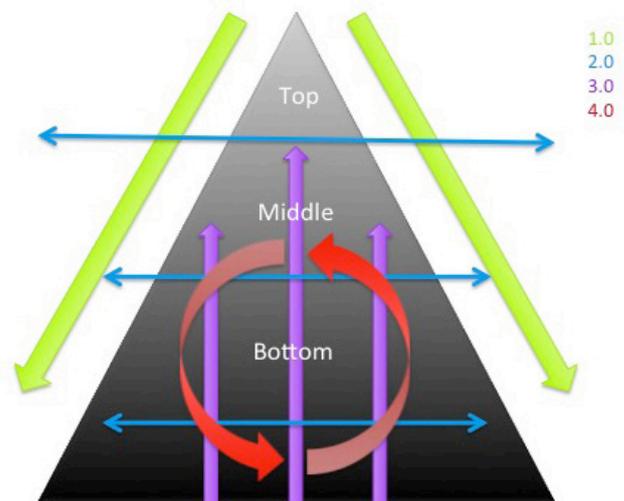
WHAT – the approach

Leadership 1.0 – the age old assumption that for optimal development, leadership is done by leaders, downwards. The approach has been frequently re-defined, is still necessary, but is no longer sufficient...

Leadership 2.0 – the increasing organisational reality, needing more cross-boundary working and the introduction of leadership going sideways and outwards.

Leadership 3.0 – the problem – as the world becomes more complex and uncertain leaders no longer know the answers – so leadership also needs to go upwards from where the answers are, and leaders also need to lead when they do not know the solutions.

Leadership 4.0 – the solution – combining leaderships 1.0 and 2.0 and 3.0 in a dynamic, based on a new science for a new age – complexity science.

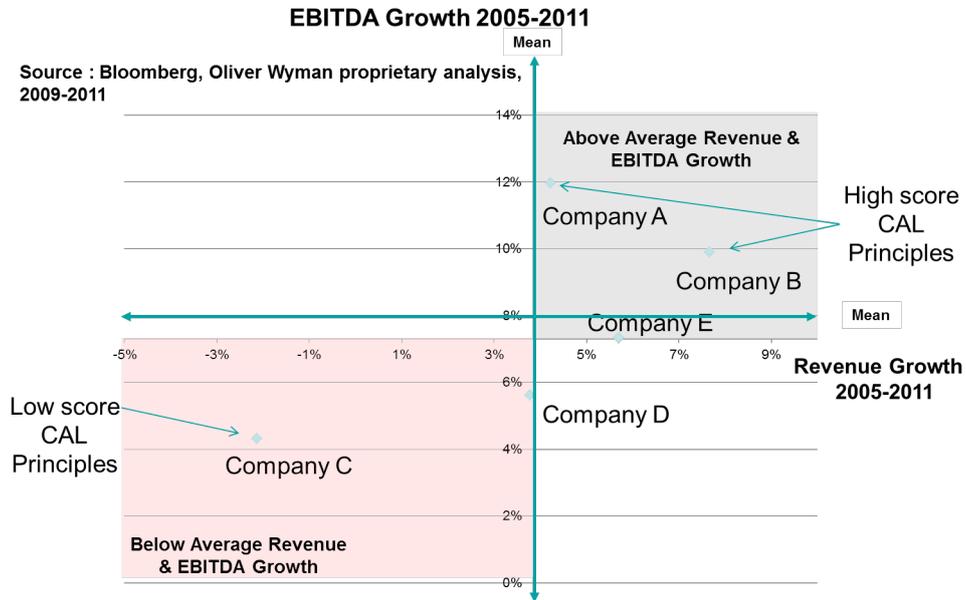


CAL extends the view of leadership and changes the mindset of leaders with a new and powerful approach

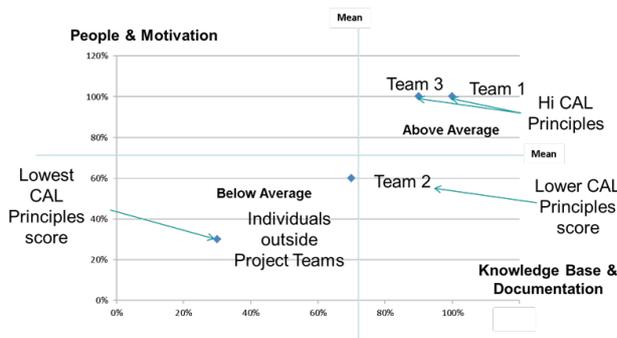
WHAT – benefits

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:

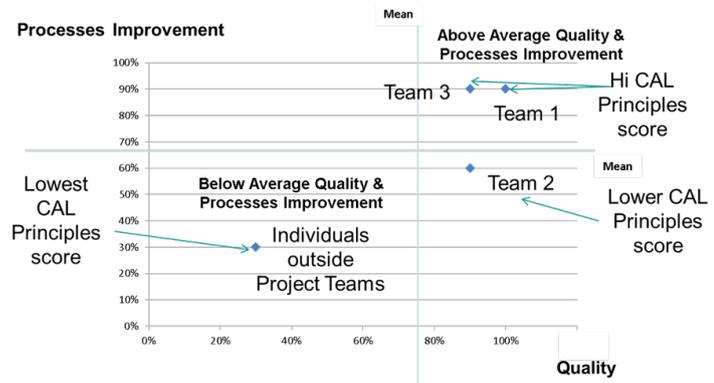
- **Strategic/corporate level** CAL offers a complementary approach to strategy development that is more suited to VUCA times. Strategy needs to be dynamic and constantly evolving rather than determined by the few to be implemented in a top-down way by the many. Independent research in the USA has shown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



- **Organisational/team level** Organisations and teams that self-organise, innovate and take the initiative, perform better in VUCA environments than those that take a more traditional approach. Independent research in Russia shows that teams scoring high on CAL principles achieve higher innovation and perform better on numerous criteria than those teams that score lower.



Research done in Russia on software teams dealing with complex projects

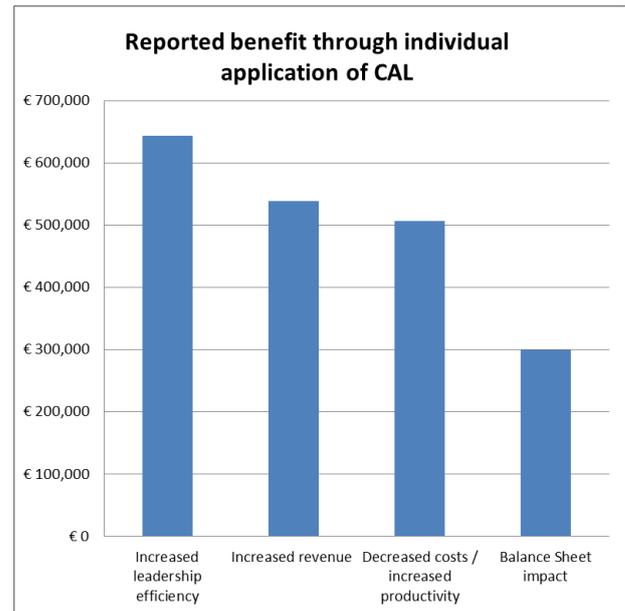


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Proprietary research 2013-2014

- **Individual level** Leaders who have followed the CAL programme report a wide range of benefits. International research following hundreds 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. The below feedback is from 4 groups of managers:

Examples of qualitative results:

“Much more focus on the right things”
“Team members feel more valued, trusted and are much more engaged”
“..better able to adapt to change”
“Work-family balance is better”
“Better time management, less stress”
“Managed a much bigger project with less resources”
“My management team has become more self-steering”
“Firmer and better communication with customers”
“Increased motivation”
“My approach in leading colleagues is markedly improved...(and they) are more relaxed and motivated. Also, my line manager has given me more responsibilities”



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 basis 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 6 months after the training. I would encourage 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 that 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.”
- 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 has become easier and more interesting, and delegating more to my direct reports has seen them take responsibility very well. A major benefit is gaining more free time which can be re-invested into more important work.”

Where have we 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>“Complex Adaptive Leadership (CAL) is a key partner of our Top 300 Executives global development programme, running the last capstone module. 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.”</i></p> <p>Pedro Gonzalo, Programme Director, Corporate University, Société Générale</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, focusing 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 and content.”</i></p> <p>Gerry Burke, CEO Ireland, Astra Zeneca</p>
	<p>Ran CAL Core Foundation workshop for leaders of a Chinese dairy company:</p> <p><i>“Finding the right leadership development programme for senior leaders is a very big challenge. We compared almost all good leadership development programmes we could find in the market, in China as well as globally. We picked the CAL two-day Core Foundation workshop. The approach fully met our expectations. One senior leader commented: “Having experienced various leadership programmes, the learning experience at the CAL workshop was the best, most practical and meets the needs of our times.”</i></p> <p>Amy Tang from MengNiu, HR leader responsible for leadership development.</p>

For client videos: <http://www.complexadaptiveleadership.com/clientsandservices/>

For more information or a meeting to discuss this groundbreaking approach: Info@ComplexAdaptiveLeadership.com