

Can online L&D get better RESULTS than face-to-face?

Case study

The
CALAgility
System®



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An approach which challenges old assumptions by L&D

- Online cannot get better results than face-to-face interventions
- Gaining behaviour change takes time
- Effective leadership development programmes need time from busy managers (days at a time)
- World-class L&D needs experienced faculty to deliver
- 70-20-10 programmes need a lot of HR management time to work well
- It is hard to show demonstrable financial ROI for leadership development




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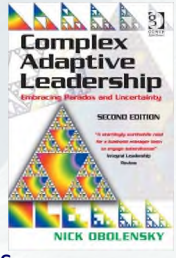




Our approach





- **HEADS** – groundbreaking and deeply researched IP which changes the paradigm of leadership for a modern age based on a new science in a very practical way
- **HANDS** – Very practical focus on actions using KISS formula (Keep, Increase, Stop and Stops) to enable results
- **HEARTS** – Engaging emotional response to engender confidence and belief for sustained application

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Positioning – Ships vs Maps

TOOLS TO BUILD SHIPS: Traditional leadership development (“Learning the ropes”): leadership skills (e.g., leading change, coaching, communication, systems thinking etc. based on **weaknesses and gaps**

MAPS TO NAVIGATE VUCA: More modern development: The CALAgility System - a set of practical maps to navigate today’s VUCA world and plot a strategy for the organisational leadership based on **strengths and hidden potential**

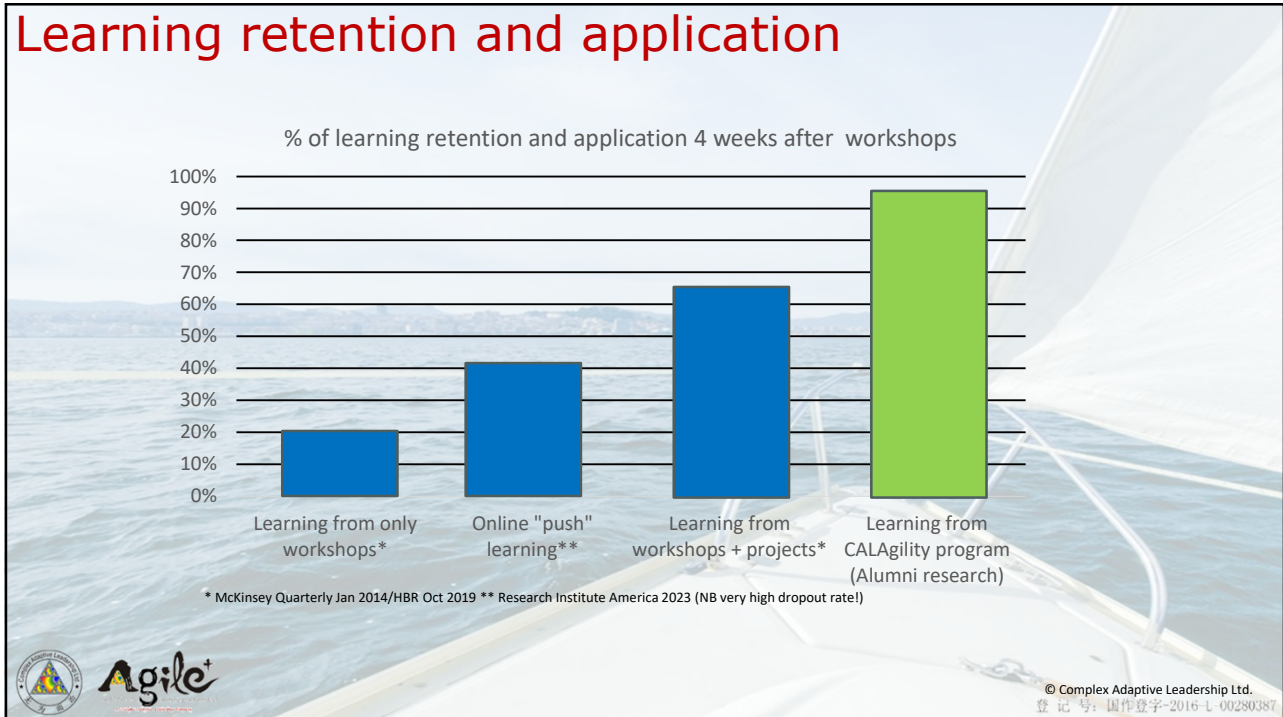


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Comparative case study

- Face-to-face/hybrid – a **“high bar”** baseline:
 - 2014 – 2017: 750+ managers around the world
 - 4 days face-to-face (2 days on finance, 2 days on CAL – 95% of the program) plus 4 weeks online supported application
 - Winner of EFMD Gold Award, beating the best in the world
- Online:
 - 2021 – 2024: ~200 participants in the Americas
 - 2 - 3 months programme (average 2 – 3 hours a week online) – later cohorts delivered by manager alumni
 - EFMD peer review comment:

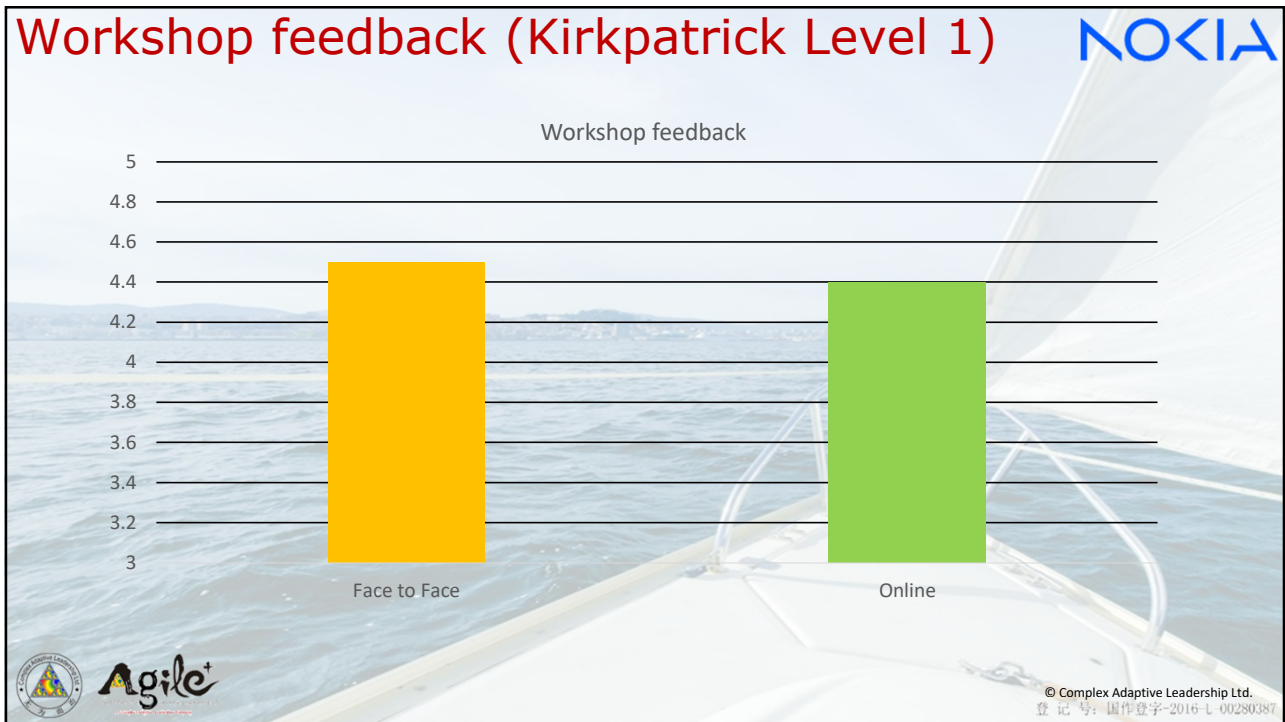
“The successful implementation of agile methods and feedback-driven interventions during an organizational restructure enabled participants to embrace fearless-openness values, based on efficient scale deployment, effective management of complex situations, and sustainable outcomes through the use of alumni engagement”.



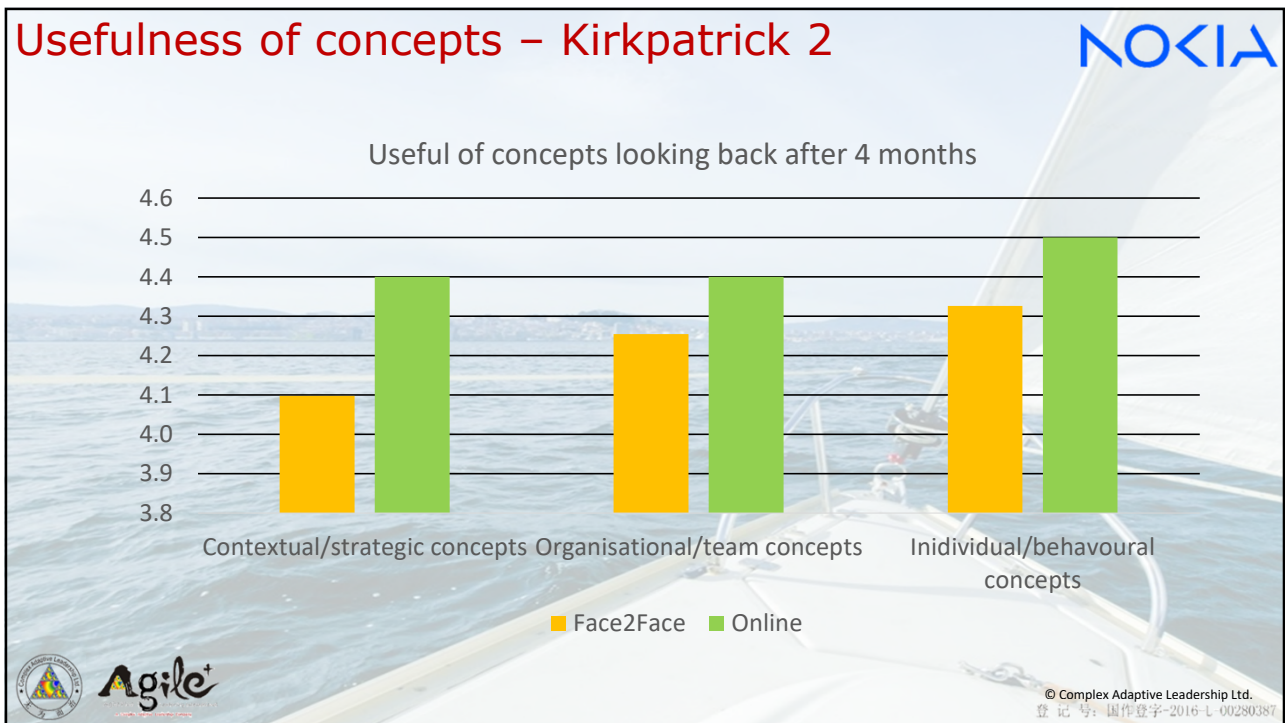


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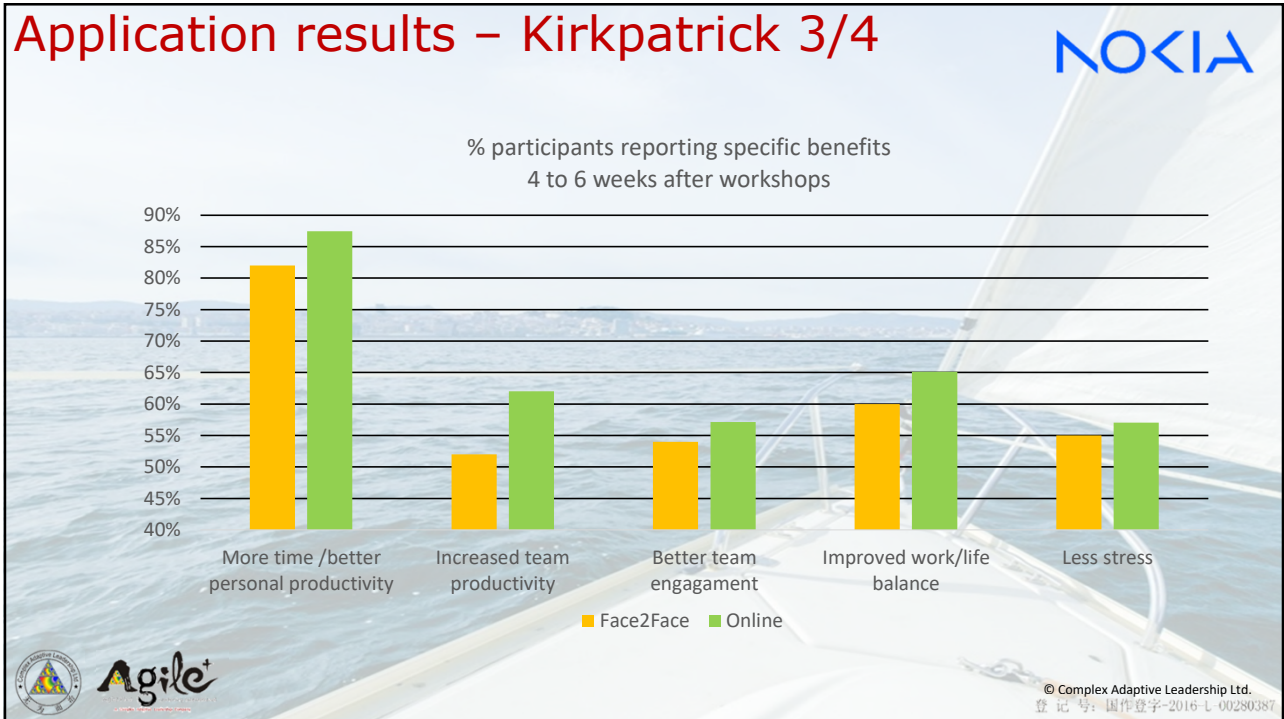
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Participant testimonies examples.....

NOKIA

"I usually get one or MAYBE two things from a program I find useful in my work. With CALAgility I found I got a new learning every single week. One of the best if not the best training I've been a part of" Joshua Grenier, Head of Services Business

"This program is applicable to anyone, and everyone will be able to apply on daily basis". Serge Tyman, Delivery Manager

"My team has reduced about 80% for the past 2 years, the financial results for the Y22 are still the same, CALAgility helps me to save time and improve client relationships." Daniel Iriate, Care Incident Manager

"Other programs helped me learn the rules of this game we call corporate America.. But the CALAgility program actually spoke to me as a person, as a human who has been forced into this game. And it gave, dare I say, a light at the end of the tunnel that there is hope to create a passionate, valued, successful, symbiotic workforce that is actually driving towards a future worth being in." Anastasia Grilley, Customer Project Manager

"This has been the best program I've ever participated in Nokia. It has helped me understand my own behaviour, change it as needed, and saved me a lot of time, so I can focus on things that I really need to take care of, both in professional and personal life". Jouni Niiranen, Change Manager, PMO.

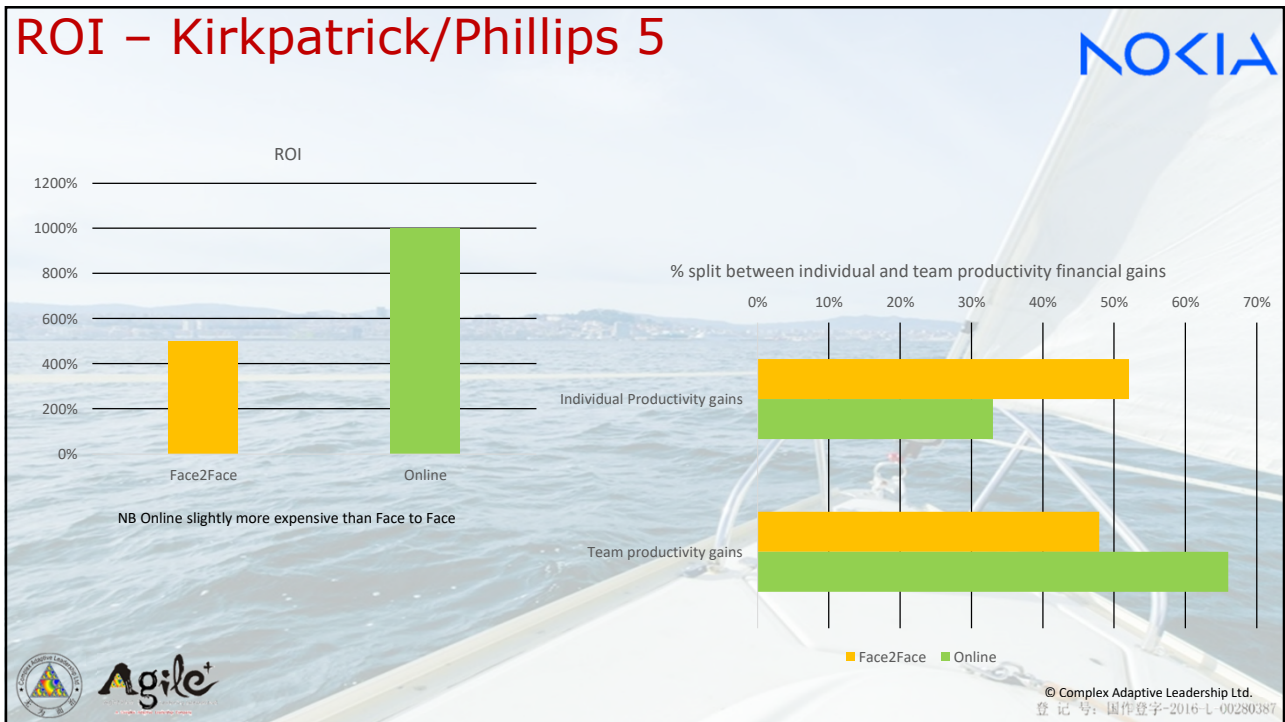
"All employees at any level of should attend this program" Shahab Hussain, Senior Technical Lead

"This CALAgility course has been a life-changer in both my personal and professional life...I have not only reduced unnecessary long work hours, I have abruptly recognised the error of my ways. I was able to bring enrichment to my personal life creating time to enjoy my grandchildren....Team morale and camaraderie is boosted. Without a doubt, this has been the best course of my career. It should be a MUST for all of corporate America!" Brigitte Johnson, PMO Change Manager

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Dynamic learning – a cycle every week – 2 to 3 hours online per week

The typical package:

- 6 highly interactive Workshops delivering a new ground-breaking approach to leadership
- 9 ALG meetings between Workshops and 4 after last workshop (peer coached for first, alumni mentored thereafter).
- ALG confidential Web site to share mindful reflective practice and action for application.
- Individual self-assessment with customised report and analysis of cohort against global database. Repeated to show progress after 5th workshop.
- Organisational self-assessment with customised report and analysis of cohort against global database
- 3 in-workshop self-assessments with comparison to high performance leaders
- Online Feedback for workshops.
- Online final report to show benefits and ROI and summary analysis
- CPD certificate for those needing it
- Copy of best-selling book (Complex Adaptive Leadership - Embracing paradox and uncertainty) for additional reading during programme.

Learning Cycle:

- Learn/review at workshops / meetings
- Plan the application to day job
- Action based on intention
- Mindful reflective practice using our Impact peer Accountability System (IPAS)
- Share learning with peers

CPD Certificate:


Has completed the following CPD accredited activity:
 CALAgility System® Program Online Course (hours spent (avg 25))
 Overseen by: Nick Obolensky
 The CPD Standards Office: Provider No: 70067
 Signed: [Signature] Date: [Date]



Internationally recognised CPD certificate can be issued if required

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Online - more responsible ESG approach

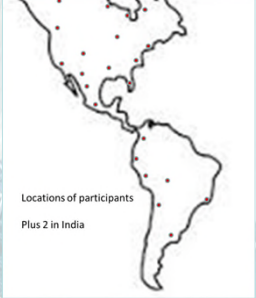




Carbon Neutral

Given the spread of participants' locations in the Americas, a face-to-face solution, with participants flying in for an intensive two-day workshop, would have released ~10 tonnes of carbon *per cohort*.

The total carbon for all cohorts 2021-2022 was 80kg, offset via a Climate Partner project in Brazil.



Locations of participants
Plus 2 in India

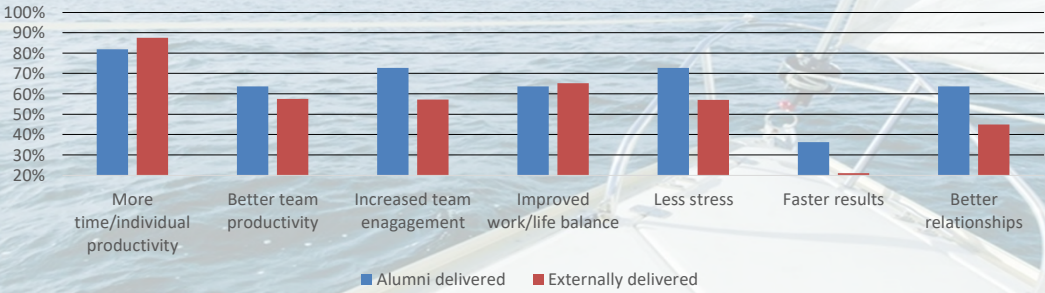
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How to scale



- The project is being scaled by enabling alumni managers to deliver the program – reducing the cost per participant to less than 3 nights in a hotel. The results of the alumni delivered program are as good as those delivered by external resource!

% of participants reporting specific benefits



Benefit Category	Alumni delivered (%)	Externally delivered (%)
More time/individual productivity	~85	~90
Better team productivity	~65	~60
Increased team engagement	~75	~60
Improved work/life balance	~65	~65
Less stress	~75	~60
Faster results	~40	~20
Better relationships	~65	~45

Legend: ■ Alumni delivered ■ Externally delivered

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The CALAgility System®

NICK OBOLENSKY Founder and key deliverer - experience



- Founder, Complex Adaptive Leadership and Agile Plus Leadership International Ltd.
- UK Cavalry Major, Special Forces & Intelligence trained officer
- Experienced strategy and change management consultant
- Director of FTSE 100 firm - line responsibility for 12,000 staff and change programme for 45,000 in 850+ projects
- International professor: LBS, INSEAD, Nyenrode, Thunderbird, Duke CE. Currently CEDEP (INSEAD campus)
- Entrepreneur in green energy, social NGO and organisational leadership development
- 30 years+ in leadership development winning various awards



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WHO and WHERE: A quick intro.... the company 2012 – 2023 Disruptive approach worked with ~7,000+ Execs, ~40+ countries, ~20+ industries



- USPs:
- Disruptive data from around the world – we know what the best looks like and enable others to be so
 - Vertical as well as horizontal delivery – multi-level works
 - Changes the paradigm of leadership into a dynamic for all, not just for leaders
 - Blend modern complexity science with ancient Chinese wisdom in a **practical** way



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