



**Agile+**  
Agile Plus Leadership International  
A Complex Adaptive Leadership Company

**The CALAgility System®**

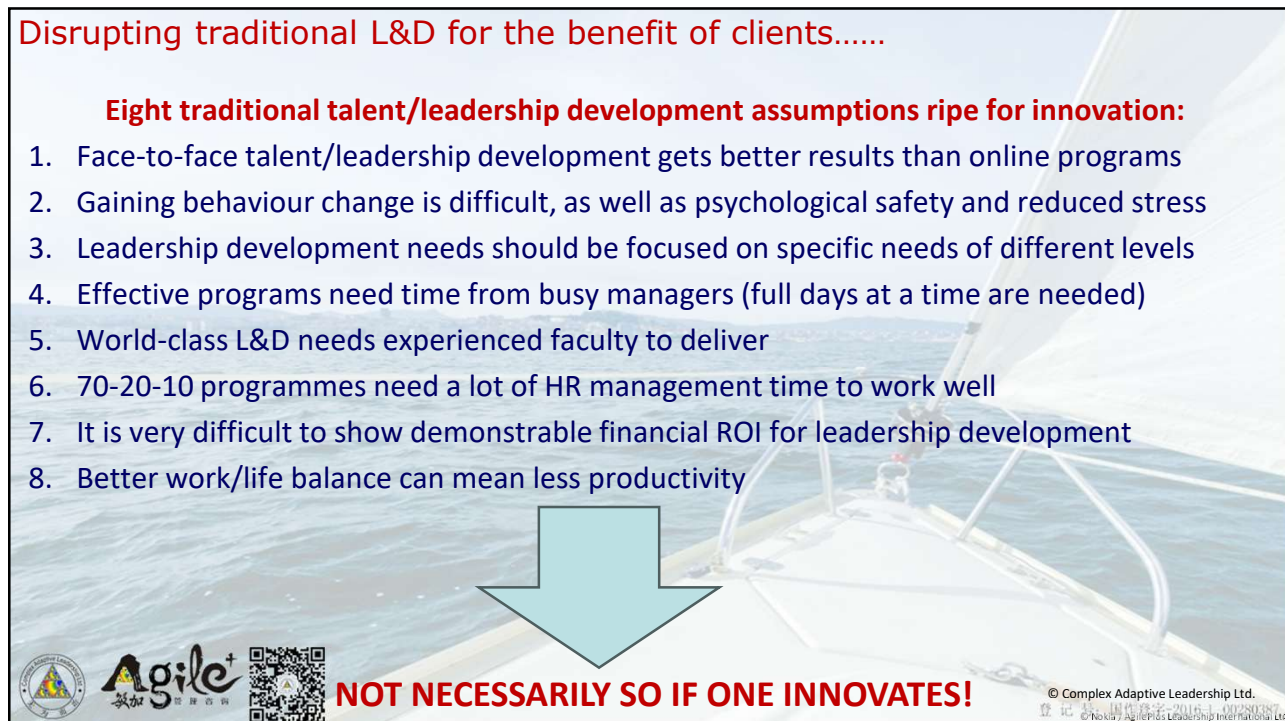
**A BENCHMARKED CASE STUDY**

**CHALLENGING SOME TRADITIONAL LEARNING & DEVELOPMENT (L&D) ASSUMPTIONS**

**AN OPPORTUNITY TO INNOVATE THE HOW, NOT JUST THE WHAT**

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**Disrupting traditional L&D for the benefit of clients.....**

**Eight traditional talent/leadership development assumptions ripe for innovation:**

1. Face-to-face talent/leadership development gets better results than online programs
2. Gaining behaviour change is difficult, as well as psychological safety and reduced stress
3. Leadership development needs should be focused on specific needs of different levels
4. Effective programs need time from busy managers (full days at a time are needed)
5. World-class L&D needs experienced faculty to deliver
6. 70-20-10 programmes need a lot of HR management time to work well
7. It is very difficult to show demonstrable financial ROI for leadership development
8. Better work/life balance can mean less productivity

**NOT NECESSARILY SO IF ONE INNOVATES!**

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## Who we are - A quick introduction of our company (2010 – 2025)

2010: Complex Adaptive Leadership  
2012: CALAgility System  
2015: 未来领导力  
2016: Agile+  
2017: WINNER Excellence in Practice GOLD 2017 Executive Development  
2019: ISO 27001 CERTIFIED  
2020: Agile+  
2023: Agile Business TQM/ISO LEADER

Disruptive approach, worked with 7,000+ Execs, 40+ countries, 20+ industries

Industry sectors: Oil and gas, Pulp and Paper, Hospitality, Manufacturing, Aerospace/aviation, Defence, Public sector, Green energy, Education, Legal services, Pharmaceutical, Information Technology, Internet, Telecoms, Health, Banking, Financing, Consulting, Insurance, Tobacco, National Audit, YPO/WFO

Logos of partner companies: cedep, London Business School, Swedbank, TeliaSonera, Dow, GE, immo.chen, NHS, BRIDGESTONE, gsk, 蒙牛, Alibaba Group, 明略科技, Continental, U, 明略科技, JUNIPER NETWORKS, UPM, SOCIETE GENERALE, RioTinto, SEPHORA, UBS, NOKIA, vedanta, DNP, INSEAD, BT, vodafone, CAAC, EXONMOBIL, EMBRY-RIDDLE AERONAUTICAL UNIVERSITY, BAE SYSTEMS, IBM, AstraZeneca, RODAMAS, nsn, vmware, YOUNG & RUBICAM

USPs:

- Blend modern complexity science with ancient Chinese wisdom in a practical way
- Disruptive data from thousands of leaders around the world
- Implemented at all levels
- New leadership paradigm that moves leadership into a dynamic for all, not just something done by leaders/managers

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## We deliver a range of interventions which get sustainable results

**Award-winning Gold standard:**

- Our face-to-face approach beat leading business schools and blue-chip providers around the world, winning the coveted EFMD Gold Award
- Our online version can get even better results

**Enhancing current capability:**

- Highly interactive workshops
- 4 weeks supported application

**Achieving sustained results:**

- Increased productivity
- Enhanced engagement
- Boosted innovation

Examples of qualitative results:

- "...deliverables that used to take ~4 weeks now take 2-3 weeks"
- "Firmier with customers and better communications with them"
- "We are facing the digital transformation in our industry so the leadership needs CALAgility System to make the same transformation."
- "We managed 25% more projects (from 4 projects to 5 projects), saving 50KEuro/year (by avoid adding one new project manager) and make possibility of generating 36MEuro business"
- "...better able to adapt to change"
- "My management team becomes more self-steering"
- "I now get 50% less e mails!"
- "Team members feel more valued, trusted and are much more engaged"
- "Work-family balance better"
- "Increased motivation"
- "My approach in leading colleagues is markedly improved... (and they) are more relaxed and more motivated."

Reported benefit through individual application of CAL

Sample of two cohorts  
ROI = >200%, <6 month payback

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The benchmark case study



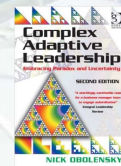
Nokia Americas Mobile Networks Services organization (herein Nokia) supports clients who use Nokia infrastructure (e.g. mobile phone masts etc) as well as providing such infrastructure. Their markets stretch across North and South America, with the major mobile phone operators in those regions. There are some 1,200 staff. Nokia in both markets lead the way in 5G rollout with 90% of the population in N America being connected via Nokia infrastructure.



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Agile+ Leadership International Ltd. (herein Agile+) is the delivery brand for Complex Adaptive Leadership (Research) Ltd (CAL). Since the publication of CAL's research, "Complex Adaptive Leadership – Embracing Paradox and Uncertainty", thousands around the world have applied the approach. The methodology blends modern western complexity science with ancient Chinese wisdoms. It enables individuals and organizations to get better results for less effort/resource. The CALAgility System® has been developed in the west and in China (via Chinese subsidiary 敏加企业管理咨询).



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Participant testimonies Case study examples.....



- "My team has reduced about 80% for the past 2 years, but the financial results for the year are still the same." Daniel Iriate, Care Incident Manage
- "This program is applicable to anyone, and everyone will be able to apply on daily basis". Serge Tyman, Delivery Manager
- "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
- "Other women in leadership 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. 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 Engineer
- "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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### The background and the “high bar” benchmark



NOKIA

- A few years ago, our face-to-face programme for Nokia won the EFMD Gold Award for Executive Development delivered to 700+ managers around the world, beating leading blue-chip providers and business schools around the world.
- Alumni in the Americas recognised that the content of the programme would suit a complex mix of issues faced in their region.
- Could an online programme with the same content deliver the same results as the Gold Award offline version (a very high benchmark!)? Can it be scaled in a cost effect way using alumni?
- The program needed to meet two key issues – organisational, and L&D



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### The challenge: The organizational issues

1. How can stress, fear and frustration be reduced, and work/life balance and psychological safety be increased without sacrificing productivity?
2. How can employees gain time to do more important value-adding things, taking initiative, enabling others and being enabled better? Less busy, more effective?
3. How can teams have increased empowerment in such difficult disruptive times, in an open, fearless and engaging way?
4. How can productivity be improved to get more for less?



Agile+



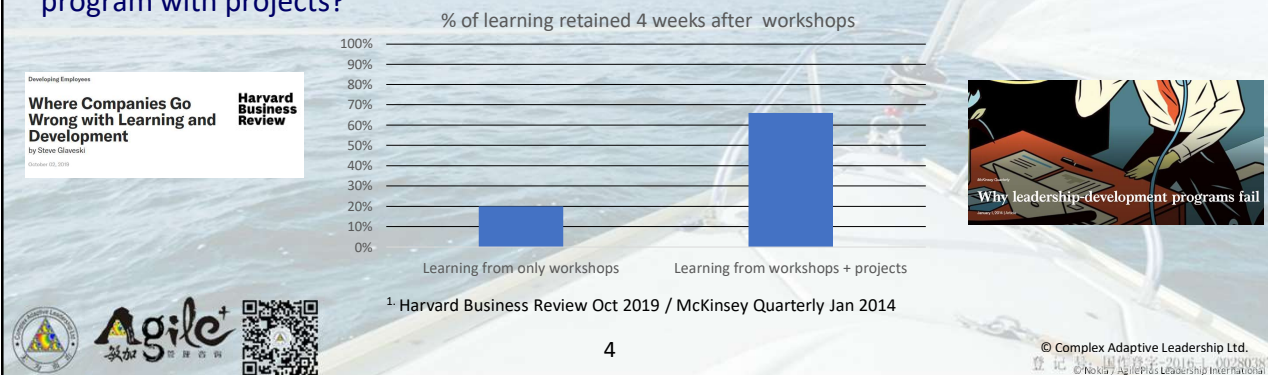
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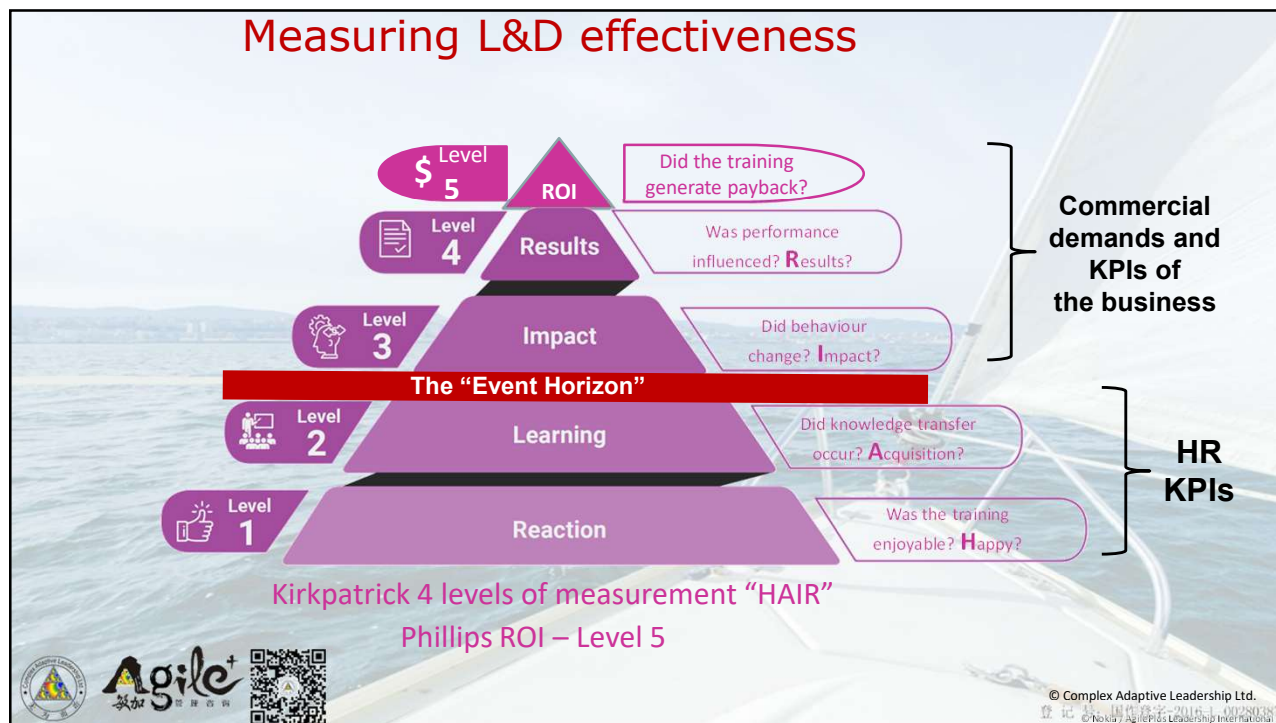
## The challenge: The L&D issues

- How can an L&D intervention be engaging and popular (“word-of-mouth marketing”), rolled out organizationally, with ease of delivery, and get real results / ROI, without being expensive on budgets nor demanding too much participants’ time?
- Could former participants (alumni) be accredited to deliver to save L&D costs, but not compromise quality?
- Can an online program without projects achieve as good learning retention as a face-to-face program with projects?

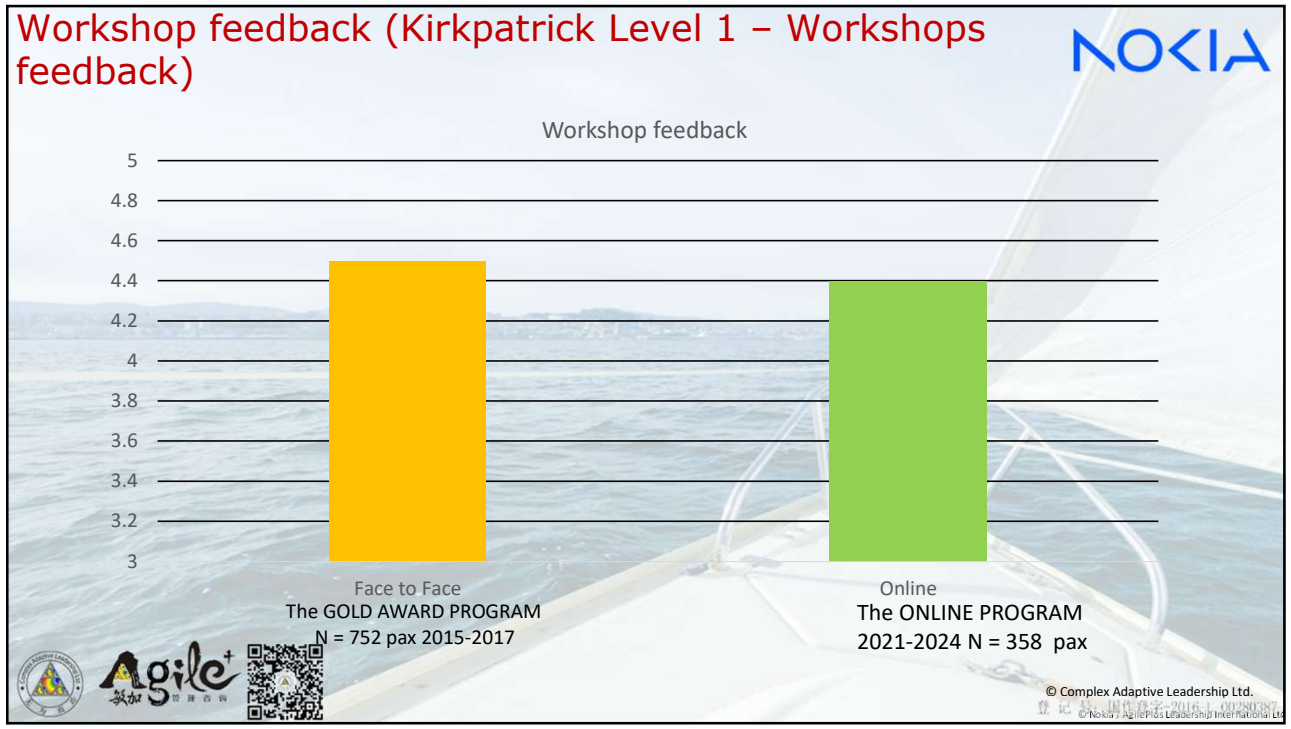


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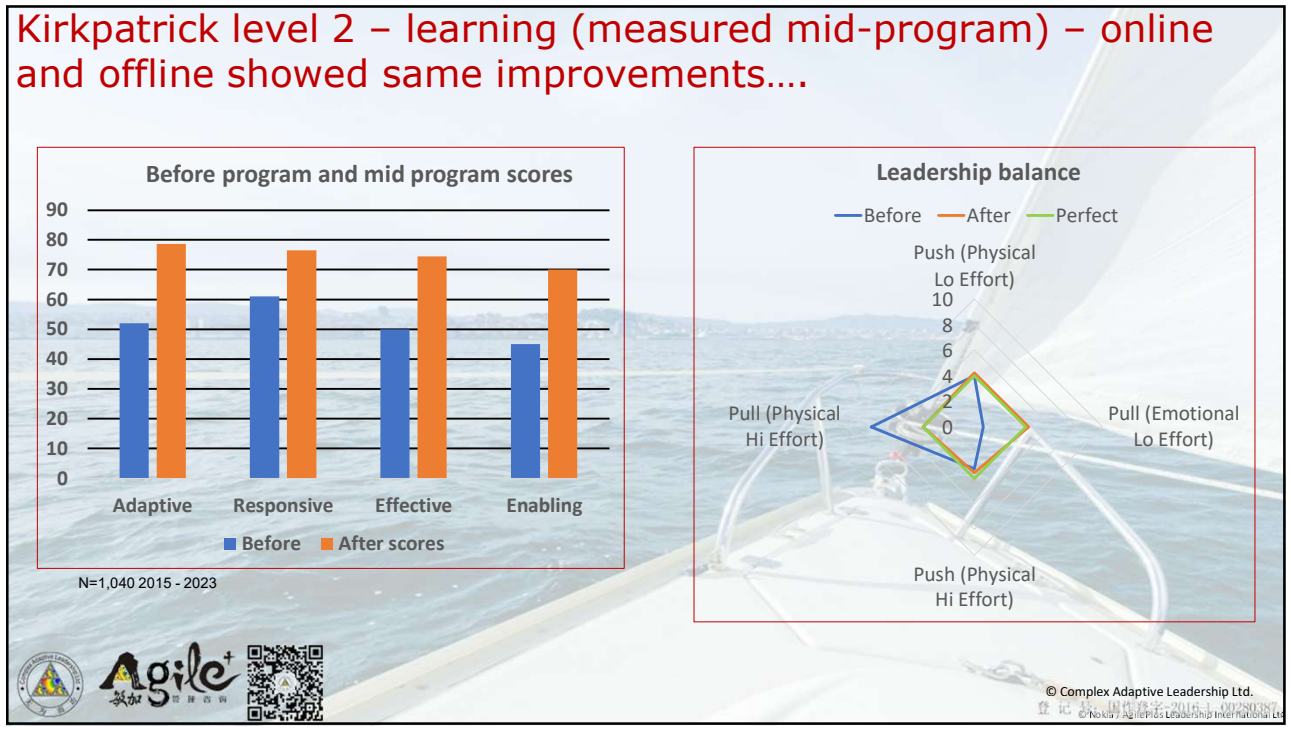
## Measuring L&D effectiveness



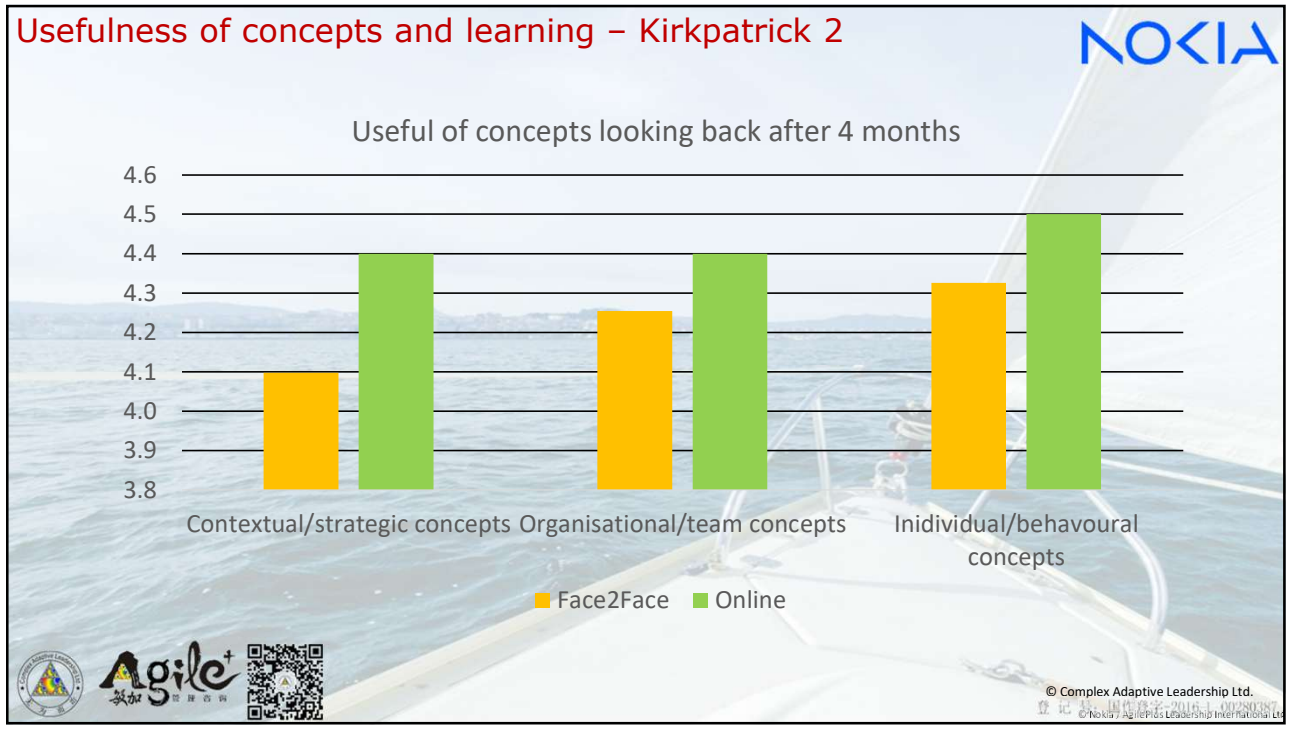
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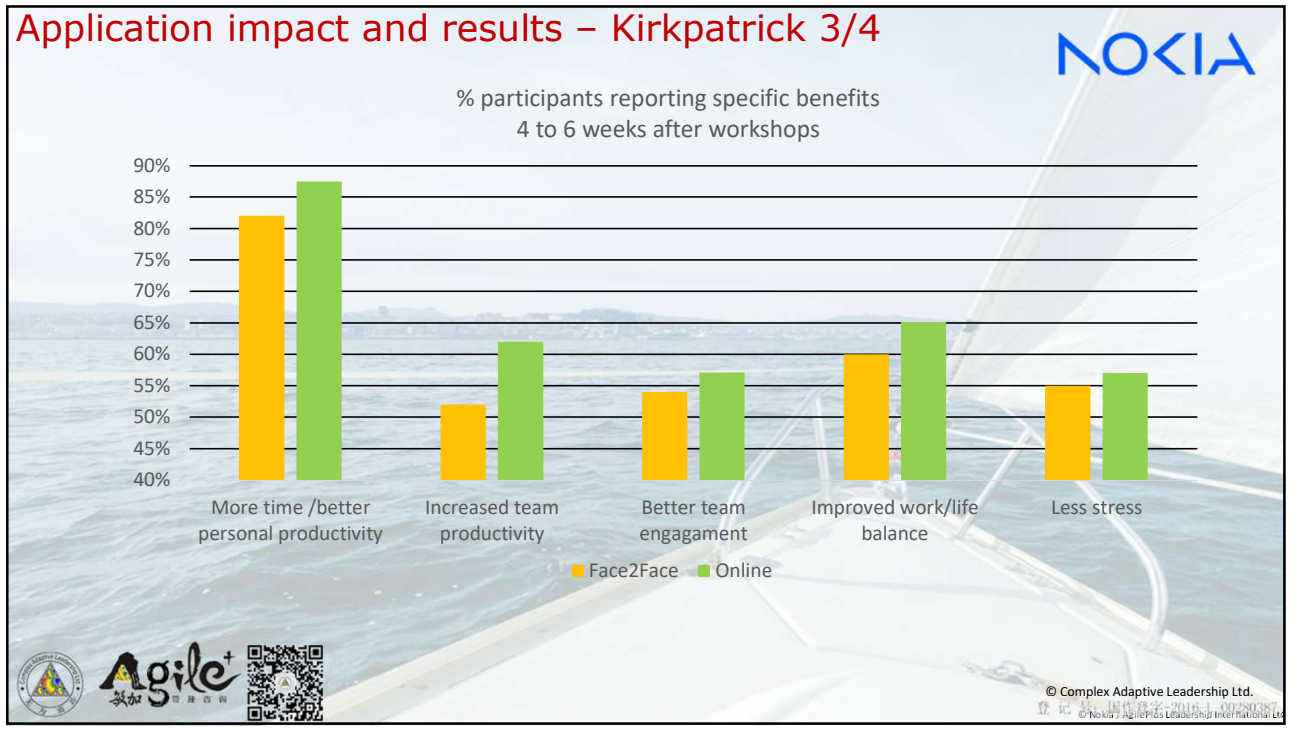
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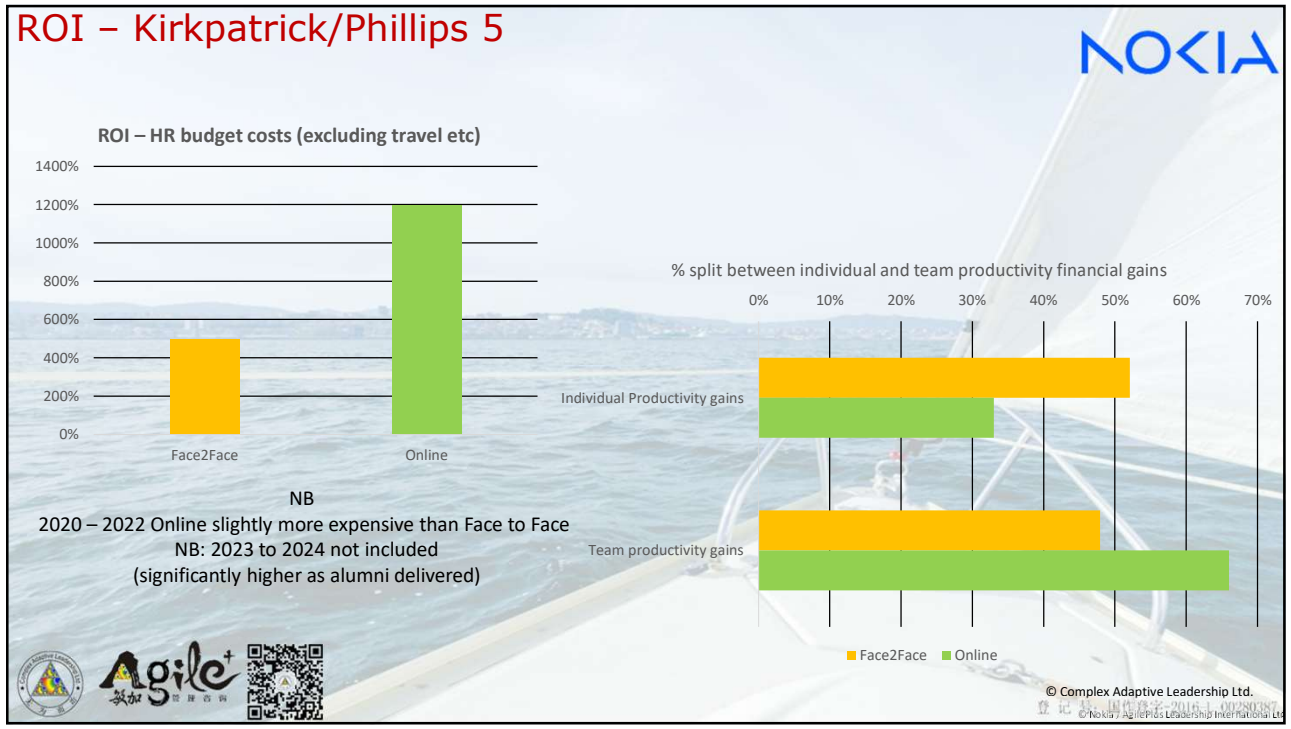
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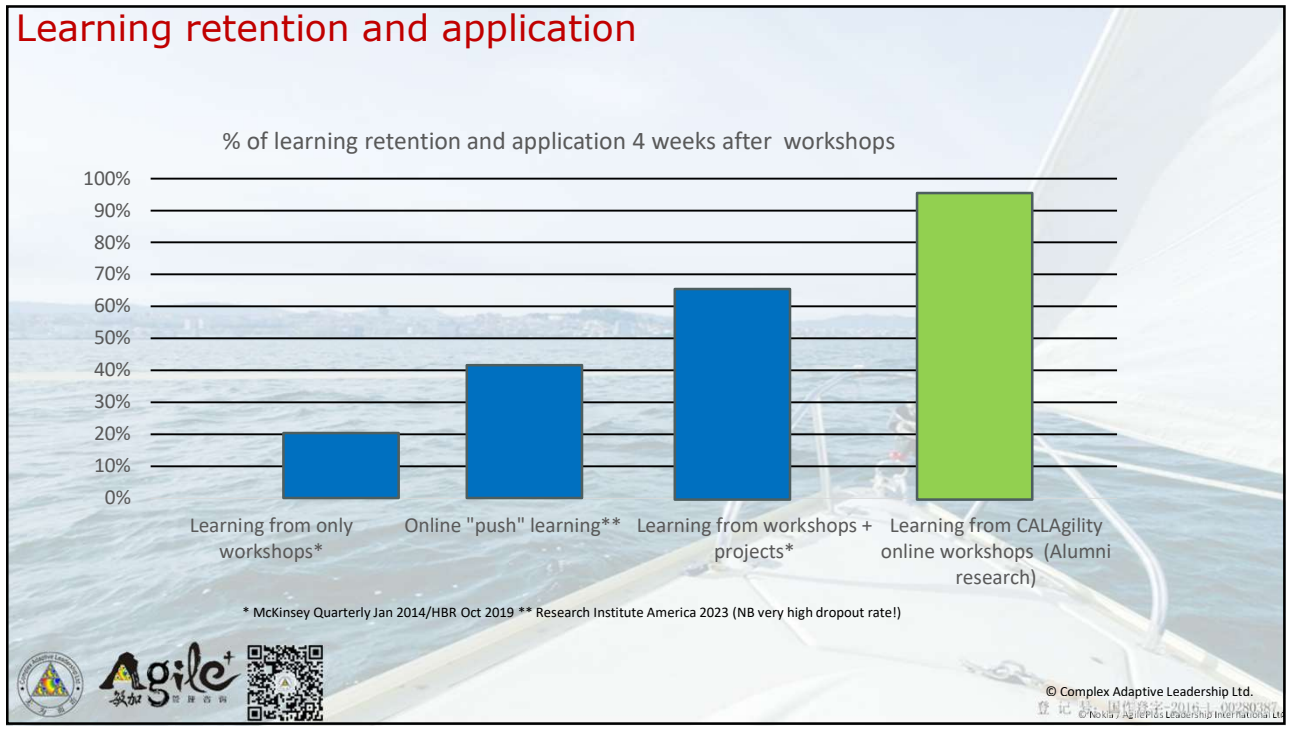
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Our approach – a dynamic ~3-month program of 3 elements




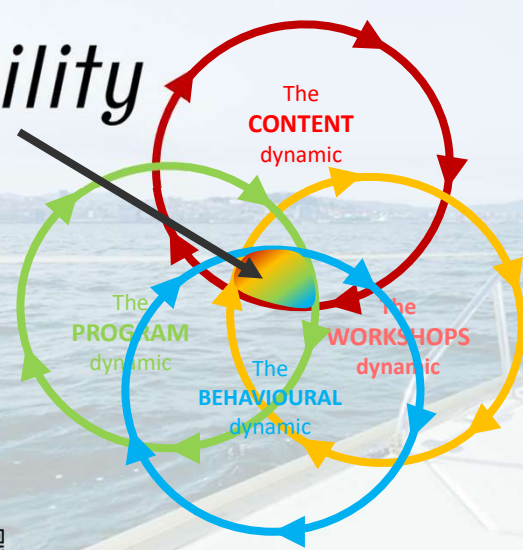

- **HEADS** – groundbreaking and deeply researched IP which changes the paradigm of leadership for a modern age based on a new science in a very practical way
- **HANDS** – Very practical focus on actions using KISS formula (Keep, Increase, Stop and Stops) to enable results
- **HEARTS** – Engaging emotional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

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A DYNAMIC program for dynamic times – online average 2-3 hours a week over ~3 months

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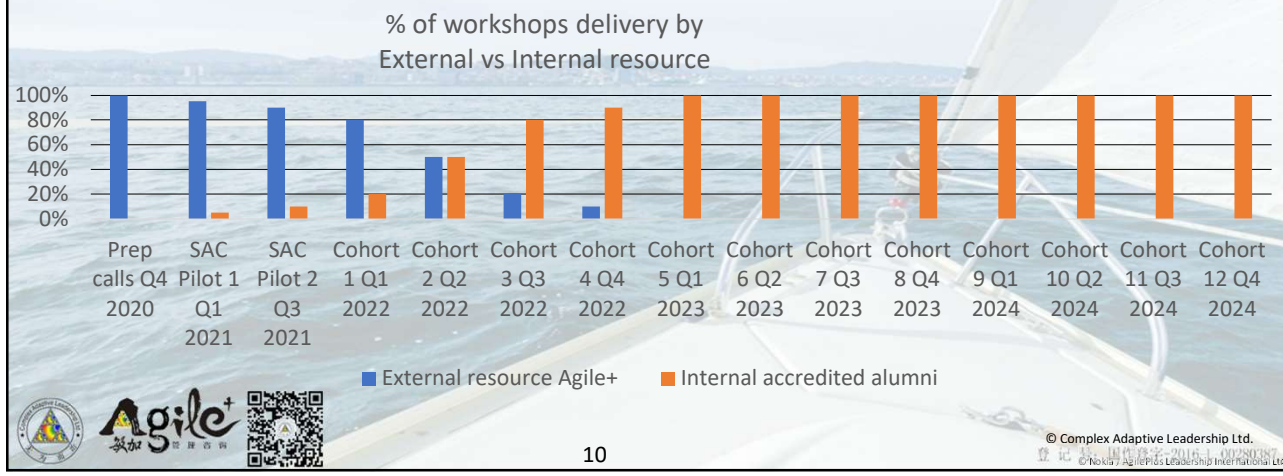
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Scaling up.....



- A gradual process of enabling alumni to deliver the program
- Do – Watch – Co-deliver – Deliver whilst watch – Deliver to results
- At the speed of those being accredited who can go onto accredit others
- Workshops recorded for feedback and ensure quality

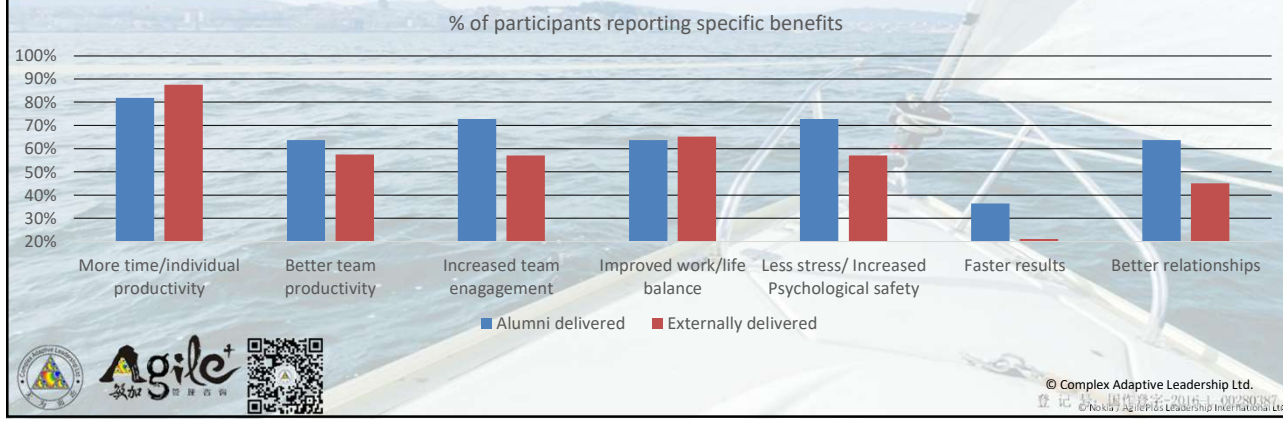
NOKIA



....and reducing cost with maintained quality

NOKIA

- By enabling alumni managers to deliver the program, cost reduced per participant to less than 3 nights in a downtown hotel.
- The results of the alumni delivered program are as good/better as those delivered by external resource.



## ESG benefits

### Carbon Neutral

Given the spread of participants' locations, repeating the face-to-face solution, with participants flying in for an intensive two-day workshop, would have released ~10 tonnes of carbon *per cohort* (average for the face-to-face EFMD Gold Award programme).

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

Locations of participants  
Plus 2 in India

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## Increased productivity and innovation are NOT mutually exclusive!

Senior Management agreement re effect of CALAgility System  
(Survey October 2021 - sample from participants who implemented the system 2015 - 2021. n=125, 32 companies)

Statement	Agreement Percentage
Increased personal Leadership productivity	90%
Increased Team engagement and productivity	82%
Fosters an innovation culture	88%
Has enabled more bottom up ideas	75%

Overall agreement re the CALAgility System can improve productivity and innovation: 84%

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