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Adaptable Leader Programme
Turning VUCA to Advantage
NOKIA
The ALP Journey
Complex Adaptive Leadership Ltd.
abilitie

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Executive Summary

The Adaptable Leader Programme (ALP) story is about three concurrent journeys – contextual, programme and participants'.

- The **Contextual journey** is Nokia Siemens Networks' (NSN) turnaround to become the new Nokia.
- The **Programme journey** saw the ALP emerge into what is described by middle to senior management participants as **"state of the art"**, **"life changing"**, and **"the best leadership development"**.
- And **Participants journey** through experimentation / discovery, applying complexity science in a fast-changing global telecoms market within their volatile, uncertain, complex, and ambiguous (VUCA) corporate world.

Challenges

By late 2012 NSN was painfully restructuring. Both NSN and one of its JV parents, Nokia, suffered years of sustained losses. NSN needed to turn around and emerge as the new Nokia. NSN participants needed development and support to:

1. **understand the strategic and operational changes required with improved business acumen and**
2. **implement the changes in their respective management teams' domains, with skills that would allow them to drive better results faster, for less stress.**

Two further, longer-term challenges existed: NSN needed to develop leaders who could adapt to rapid and continual change, and the ALP itself had to adapt to changing contexts. All this was against a background of radical cost cutting and frequent re-organisations, where leadership development increasingly had to show demonstrable, sustainable high impact/ROI. During the period Nokia bought out Siemens from NSN, sold its mobile phone business to Microsoft (NSN becoming by far the largest part of, and rebranding as, Nokia), and then acquired Alcatel-Lucent, doubling its size, to lead globally in the Internet of Things.

Executive Summary

Commitment

The partnership between NSN/Nokia, Complex Adaptive Leadership Ltd (CAL – a world leader in applying complexity science to leadership in a useable way) and Abilitie Inc (a world leader in business simulations) began in late 2012.

Building on a successful foundation in 2013, the partners committed not only to teach but also to employ complexity science in ALP management. This complements traditional linear "project management control" using heuristic experimentation, probing, adapting and very close partnership.

"Over the years the commitment to improving and evolving the ALP, as well as between the partners, has grown to deliver a highly successful and continually adapting programme to some 700 middle to senior managers to date".

Initiative

The ALP is an integrated **"70-20-10"** journey consisting of: participant preparation; participants' Line Manager briefing; an interactive 4 day experiential workshop (the **10%**); regular participant peer co-coaching for 3-4 months and use of senior manager champions as mentors/coaches (the **20%**); and application to the day job (the **70%**), with reflective practice supported by an on-line 70-20 action-learning management tool.

Impact

Indirectly the ALP played a small part in the turnaround from 2012 losses of €1.8bn to 2016 profits (non IFRS, interim) of €1bn+. Direct impact is clearer both in qualitative benefits, (e.g. more effective use of time/ leadership productivity, better motivated/ productive/performing teams, less stress, faster results, more strategic thinking.), as well as accumulated direct financial benefit of ~ €12m measured across 400 managers in 16 groups.

The financial impact per group shows some 4 month payback of their total programme cost. Additionally, within the programme, applied learning has increased by 93%, reflective practice by 96% and peer co-coaching by 147% for participants' benefit, the management teams they lead, and for those led by them.

Partners

The present-day Nokia emerged from its 50/50 Joint Venture (formed with Siemens in 2006), Nokia Siemens Networks (NSN). NSN and Nokia started this journey as two different companies in 2013, merging into one after Nokia bought Siemens out in 2014. NSN then accounted for some 90% of the 55K+ staff after closures and divestments by Nokia (primarily the mobile phone business to Microsoft). The company then doubled its size by acquiring Alcatel-Lucent in 2016. Nokia is over 150 years old starting in wood pulp, transforming into a conglomerate (famous for its rubber boots) in 1920's, and is now a world leader in telecommunications infrastructure.

NOKIA

Complex Adaptive Leadership Ltd is a UK-based company with globally some 50 associates and business partners.

It emerged from The Vth Dimension Partnership, over 20 years old. It takes break-through thinking and research from its internationally best-selling book to enable pressured leaders to get better results, faster and for less effort in a VUCA world.
It links complexity science to leadership in an innovative, practical, and useable way.

Complex Adaptive Leadership Ltd.

Abilitie's award-winning executive development solutions got their start at Enspire, an early USA pioneer of game-based learning.

While developing custom learning programs for Fortune 500 clients, Enspire's team used their experience to build a suite of unique leadership and business acumen simulations. Those leadership simulations gained awards, and rapid global adoption. In 2015, based on the success of these simulations, Abilitie emerged.

abilitie

Challenges

In 2012, Nokia Siemens Networks (NSN) was at a crossroads. Still in the midst of painful restructuring after years of sustained losses, it had to reposition itself in the highly competitive telecommunications equipment industry. The strains of headcount reductions and a rapid sequence of acquisitions and divestitures had taken its toll on human capital.

Compounding this were the challenges faced by its corporate parents, Nokia and Siemens. They had supported cumulative losses at their joint venture of over €6 billion. Siemens was looking for ways to reallocate capital from non-core investments to more profitable businesses. Meanwhile Nokia was in its own crisis and heavy losses, as the mobile device market shifted towards smartphones, where Nokia's technology could not compete. With no further help from its parents, NSN had to find its own way to survive and thrive.

NSN leaders recognized the need for an engaged team of managers at all levels to conclude the turnaround successfully and launch a renewal. Despite radical cost-cutting NSN chose to invest in leadership development.

Confidential analysis by consultants showed that the authoritative leadership style required during the turnaround would be unsustainable.

> **"The leadership culture needed to become more innovative, adaptive, team-orientated and supportive, based more on 'pull' than 'push'."**

Leadership needed to go not just downwards, but also upwards, sideways and outwards with pro-active empowered followership. enabling followers to take the lead.

This demanded a tolerance for ambiguity in leadership itself, where leaders needed to learn when and how to follow those led, so followers can actually take the lead.

The key leverage point within organisational structure is the mid-level of leaders, i.e. the "meat in the sandwich" working between strategic imperatives and operational necessities.

These leaders must translate intent into day-to-day action and, conversely, transmit crucial information laterally and vertically. For leaders at this level, NSN created a programme that has since been called the Adaptable Leader Programme (ALP).

This programme, aimed at middle to senior managers, was central to others aimed at lower (front line) and higher levels, introduced in 2013 to improve leadership development.

The ALP objectives were both to widen financial understanding/business acumen, so radical changes could be better understood/ explained, as well as to develop leadership skills required to keep teams engaged and productive during turbulent times.

While these objectives helped address the company's short-term survival, other challenges needed to be overcome so leaders in the company could flourish. Leadership development would have to remain highly adaptable to changing organisational and market context. Even if the turnaround succeeded, the future would continue to be VUCA. Indeed, over the course of the ALP's rollout, not only did the turnaround succeed but also radical transformations occurred:

- Nokia bought Siemens' NSN shares, making it a wholly-owned subsidiary;
- NSN successfully entered the public debt markets with all the scrutiny that entails;
- Nokia divested itself of its iconic but failing device business as well as its mapping software unit, effectively rebranding NSN as the new Nokia;
- Through the acquisition of competitor Alcatel-Lucent, Nokia became a leader in telecoms infrastructure and the emerging market of the internet of things.

Each year the ALP had to evolve, from a starting point of gaining a solid foundation, acceptance and reputation to secure continued investment. The challenge yearly was to achieve increasing demonstrable success with challenging ambitions:

2013 - Measurement focused on feedback of the face-to-face workshop targeting over 80% satisfaction. A tall order, as many questioned the need for such training whilst people were being laid off.

2014 - Metrics above plus (after 3-4 months of the workshop):

- Qualitative benefits reported (leadership time/productivity and team engagement/motivation targeted);
- Financial quantitative benefit reported (1 year pay back targeted).

2015, 2016 - Metrics above plus:

- Programme subscription as the registration moved to open enrolment;
- Actions applying learning (50% increase targeted);
- Reflective practice on the day job (50% increase targeted);
- Peer - co-coaching and senior management mentoring (50% increase targeted).

Commitments

The story now departs from the traditional. The inter-connected challenges were complex. The Cynefin model[1] shows a distinction between the **"Complicated"** and the **"Complex"**. The "Complicated" demands a linear deterministic scientific approach of detailed documented analysis, a plan, implementation and result (as per traditional customised leadership development solutions). The "Complex" demands a different mindset, using probing, experimentation and heuristic emergence. NSN needed partners who could not only build the mindset that handles the VUCA world, but who could help NSN develop, manage, and continually evolve a programme in a VUCA environment.

NSN initiated a relationship in late 2012 with **Complex Adaptive Leadership (CAL)** and **Abilitie** Inc. (then Enspire Inc). Both are recognised as world leaders in their fields (see Annex A and B). CAL is uniquely focused on applying complexity science to leadership for practical daily use. Abilitie's business simulations offer a hands-on, engaging way to build business acumen.

> **"The commitment was not only to change participants' mind-sets introducing complexity science to daily leadership, but also apply the new science's approach to programme management heuristically for yearly improvement."**

Time and money were saved by employing an emergent experimental approach: taking what already exists, with the intent to move the programme over time to a fully integrated **70-20-10** journey achieving demonstrable results.

The story of commitment is one of a growing group of people coming together and journeying to share, discover, agree, deliver, achieve, learn, re-design, re-deliver, adapt and evolve continually.

Between the ALP team (see Annex C) and the company, the commitment was about proving a programme that could sustainably deliver results. As intended, the ALP evolved with the organisation. NSN turned itself around successfully and emerged as the foundation for a new Nokia. Change was continuous within which the ALP yearly had to prove itself, and over the years commitments deepened.

2013 – Rapid delivery to a core audience of 300 middle to senior managers, with the main emphasis on building capability during the turnaround. Measurement was light and focused on achieving the kind of satisfaction results that would ensure continued funding.

A brief outline of the Cynefin model can be found at: Snowden DJ and Boone ME, "A Leader's Framework for Decision Making" Harvard Business Review November 2007

2014 – With a successful and acclaimed programme, NSN aimed to deepen its impact rather than simply roll out a canned version. Senior managers were recruited from levels above the ALP participants as part-time mentors, so-called "Champions." Twenty were committed (supporting not just the ALP but also the programme below for front line managers).

2016 – With the successful recovery of NSN, it shifted its role in Nokia's balance sheet from financial vulnerability to financial foundation, and with the doubling of organisational size though the Alcatel-.Lucent merger, a new set of priorities emerged. The ALP correspondingly adapted, switching the finance-focused simulation to a business simulation focused on decision-making and cross-boundary communication in teams. Programme registration moved from nomination-based for a single level to open enrolment for more than one level across hierarchical boundaries. This was a risk, as it was not clear that busy managers would readily relinquish not just four days for the workshop, but give the commitment a 70-20-10 journey required. NSN (now Nokia) nonetheless saw oversubscriptions as it leveraged the alumni population to promote the programme internally.

ALP partners designed a programme specifically for Champions, with C-suite executives helping delivery. Measurement of impact was extended across the boundary into operations. Additional virtual follow-up activities were introduced to cement learning in the months after the face-to-face delivery.

2015 – Once the 70-20-10 approach got clear results, and the Champion role was refined, participants were committed further by an on-line tool so that goals/actions to apply learning, reflective practice, daily application and co-coaching could be supported and measured. Line managers were engaged in participants' preparation and follow-up.

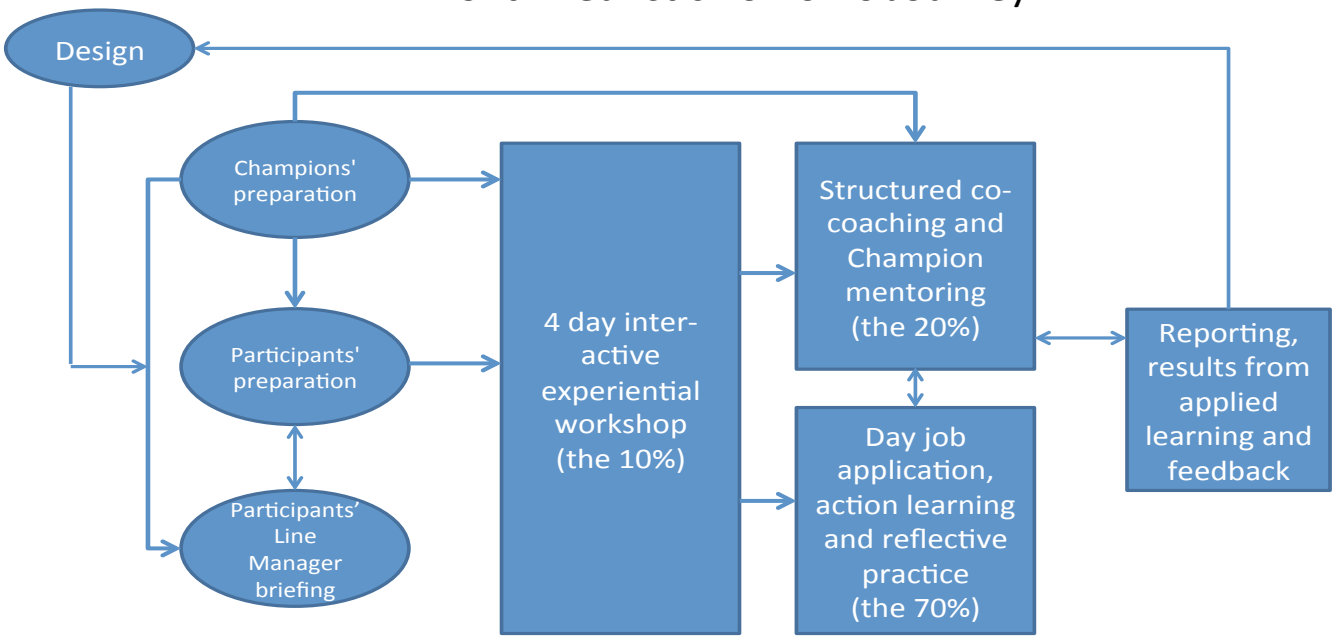
This was not an easy journey. There were tensions, disagreements, arguments and negotiations. Sources of tension included.

- Widening engagement across boundaries;
- Deepening commitments on the part of busy participants and Champions to the 70-20 components;
- Pressure to improve annually the ALP within tightening budgets competing for scarce resources.

Tensions were overcome by: a sense of humour and adaptiveness; frequent reminding that a common intent for the greater good was uppermost in all partners' minds; and communication and commitment to "norm" any "storm". The partnership between the three firms (NSN/Nokia, CAL and Abilitie) was thus sustainable and balanced and remains so today, with frequent iterations in "Forming/Storming/Norming/Performing".

Initiative

ALP 4 month heuristic 70-20-10 Journey



Champion preparation and mentoring
Champions support the ALP by:

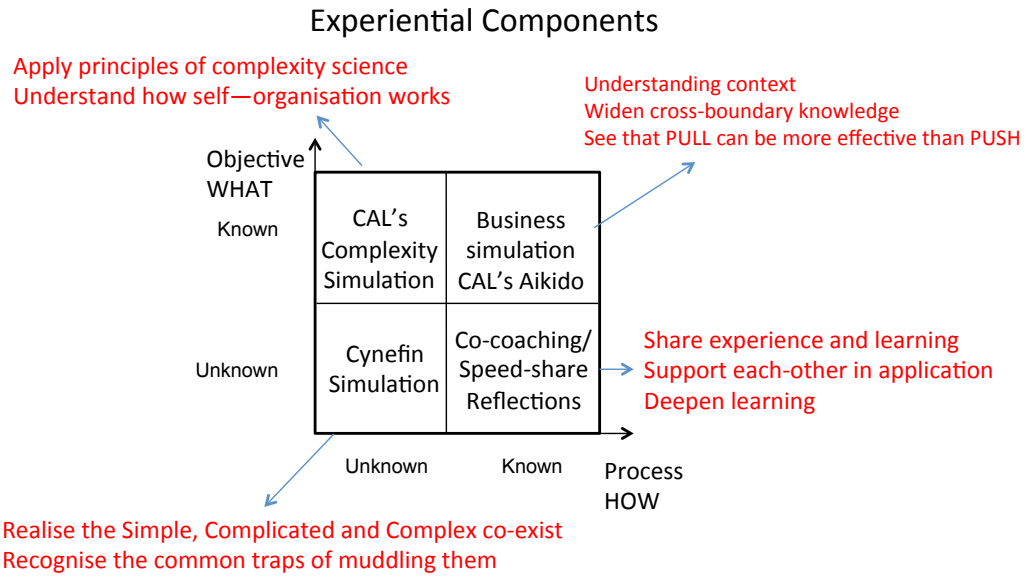
- Reaching out to participants and their Line Manager setting expectations;
- Forming a WhatsApp group;
- Initiating/supporting the workshop with strategic/Nokia context;
- Co-facilitating the business simulation;
- Providing mentoring/coaching for CAL input and 4 months following.

Participant preparation and Line Manager (LM) brief. Participants do the following:

- Pre-reading materials for Abilitie's business simulation;
- CAL Organisational Capability and Individual Capability Questionnaires;
- Meet with LMs to specify outcomes (dovetailed into the HR processes of Personal Development Plan and "1 day in 90" formal review meetings), following an inter-active webex ALP brief for LMs;
- Sign up to a WhatsApp group for ice-breaking before, during (arranging evening meetups etc) and after (sharing insights/news).

Four-day workshop (the 10%):

Two days for the business simulation, and two days on leadership. A range of interventions is used, experiential/gamification as well as intellectual:



The Complexity Simulation (discovered in the military and used by CAL's Founder for some 40 years) introduces some of complexity science principles to leadership, and can be seen briefly **here**. Abilitie's Executive Challenge™ simulation can be found **here**. As for intellectual input, Abilitie complements its simulation with case studies and brief lectures to deepen understanding of value creation and tie functional area-specific actions and decisions to company strategy; CAL uses thought experiments and brief lectures to show **WHY** leadership needs to change, **WHAT** principles are needed and **HOW** to apply them.

Co-coaching and mentoring (the 20%).

Participants split into self-organised peer co-coaching groups of 3-4 managers for monthly co-coaching sessions, trained in CAL's coaching methodology. Additionally, Champions provide mentoring and coaching both during the workshop as well as afterwards, via a series of monthly group webexes (supported by a CAL coach) and personal phone calls over a 3-4 month period.

Application and reflective practice (the 70%).

Each peer co-coaching groups (PCG) of 3-4 participants have their own web page Impact Peer Accountability System – IPAS - sharing:

- broad goals applying learning to day job in the 3-4 months;
- specific actions to apply learning to the following week's agenda;
- reflective practice log daily/weekly of learning and;
- co-coaching group sessions with their PCG.

Reporting

The measurement approach is based on complexity rather than deterministic science (i.e. measurement is part of the process not separate to it). Checkpoint reporting occurs every month. After 3-4 months participants do a detailed report, drawing on IPAS logs, with impact validated with Line Managers. Results are collated back to senior management and the ALP team. Additionally, participants are approached after 12 months to report additional impact (some results such as revenue take longer to emerge). ALP faculty and Champion review the 4 monthly reports. They provide individual personalised /confidential feedback to participants, as well as feed into programme improvements.

Participant selection

To date over 700 “leader of leaders” have participated. Selection was initially nomination aimed at specific single grade of manager. After ALP’s proven success, this changed to open-nomination over wider levels of grades. Since then the programme is 20% oversubscribed, developing 3-4 levels from around the world.

The programme has been delivered in various locations

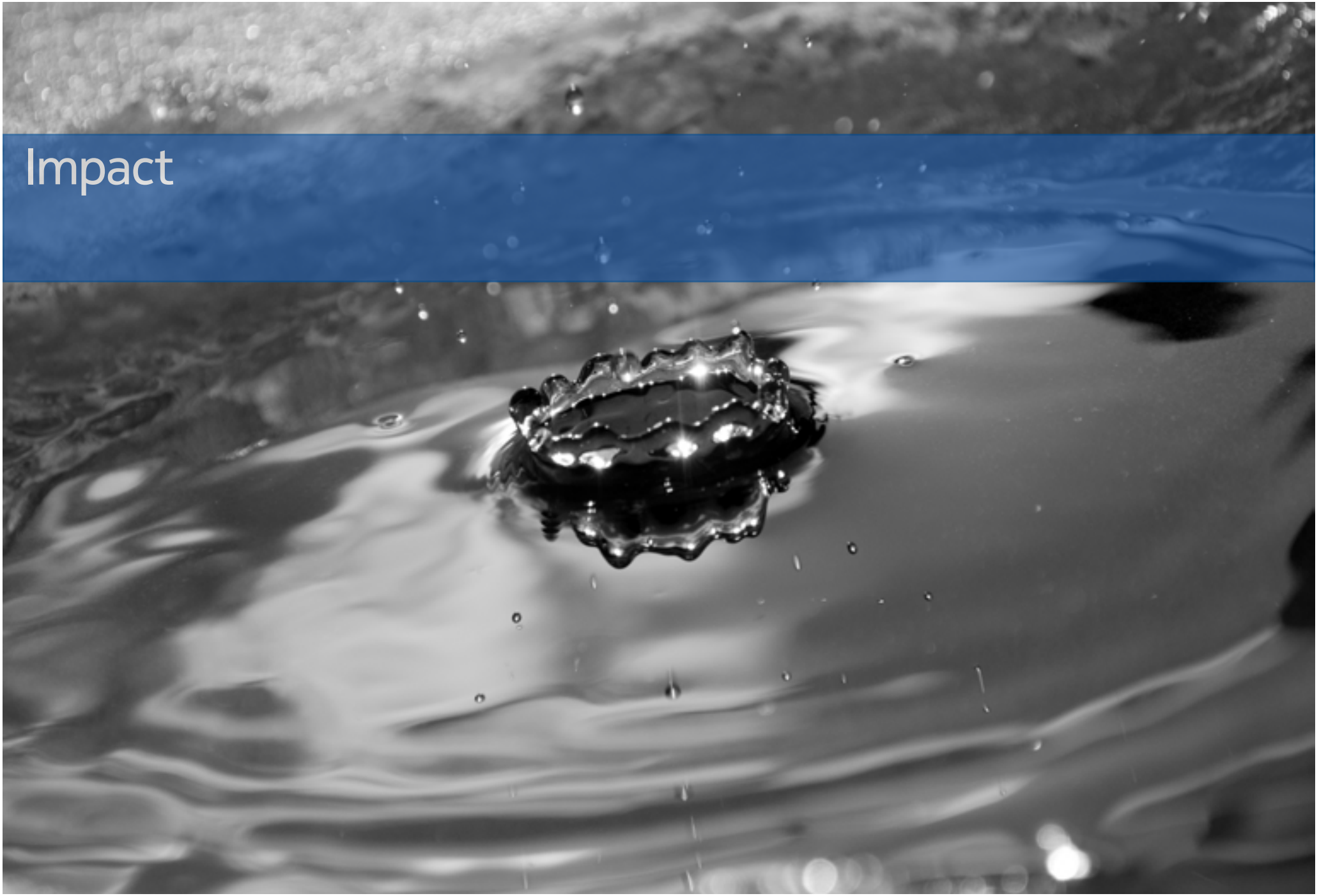
In addition, use of web/social media emerged as follows:

- 2013 On-line questionnaires and finance refresher
- 2014 Webex for participants' Line Managers
- 2015 Impact Peer Accountability System (IPAS)
- 2016 WhatsApp and Champion monthly webexes

Progress and learning measurement

This is supported by IPAS, allowing participants to measure and see each-others development. They can share their progress and learning in a dynamic and heuristic way with their peers.

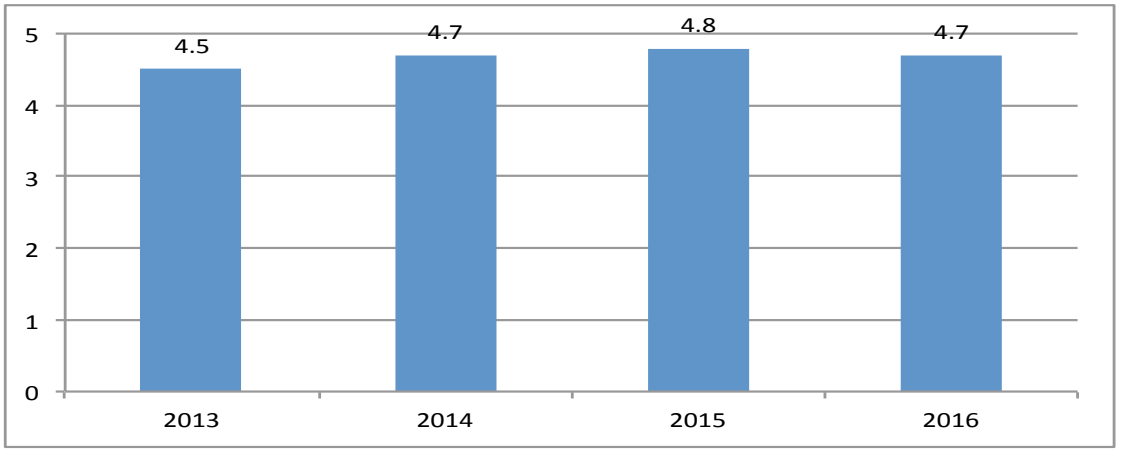
Impact



Impact is measured in a variety of ways

1. Feedback of workshop shortly after
2. Activity on IPAS and short term impacts (started in 2015).
3. Four months after the workshop (started in 2014):
   - Impact of learning from workshop
   - Qualitative impact and benefits of application to day job
   - Financial impact and benefits of application to day job

Feedback of face-to-face workshop. The quantitative feedback results are :



Sample qualitative comments submitted online shortly after the workshop included:

2013

"Excellent training on leadership, focusing on what really matters"

"Many interesting concepts applicable to our day to day work"

"The course has inspired me to change my thinking and the way I approach my leadership in NSN – I hope to become even more effective"

2014

"Fantastic training, applicable in all areas of my job. This training is crucial for the future change NSN is pursuing to build the future"

"Extraordinary training. It helped a lot to understand we are a key part of NSN leadership and an important part of the future of NSN"

"This was a very energising and lively session. Examples and flow was v effective"

2015

"Great experience – one of the best trainings I have ever had"

"Essential training - reflects the nice focus from NOKIA to build the leadership team"

"Some new concepts of leadership which have opened the thought window"

2016

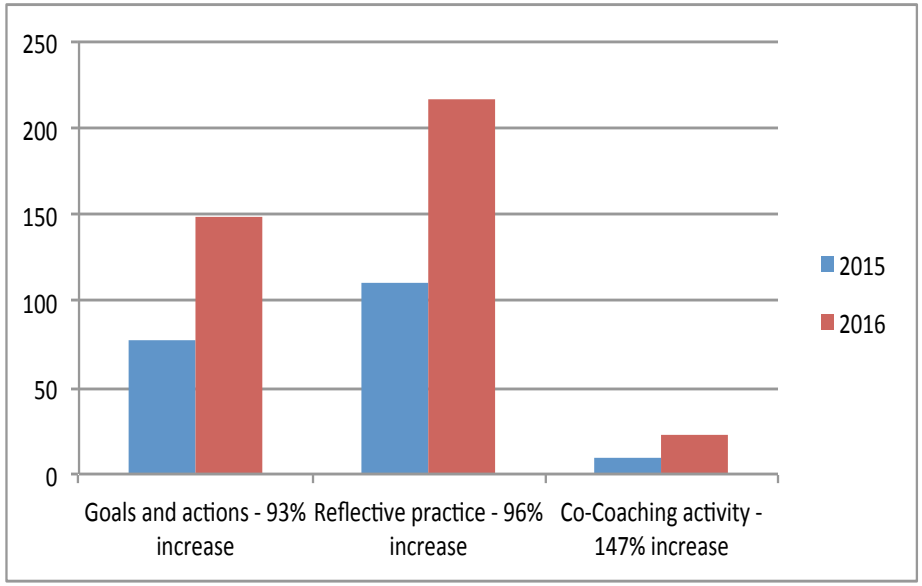
"The training was well worth the time invested. Hard to take time from an already overbooked schedule but I felt it was worth it"

"In my 10 years at Nokia this is the best training I've experienced. It's truly life changing"

"The principles I learned in class will be extremely valuable"

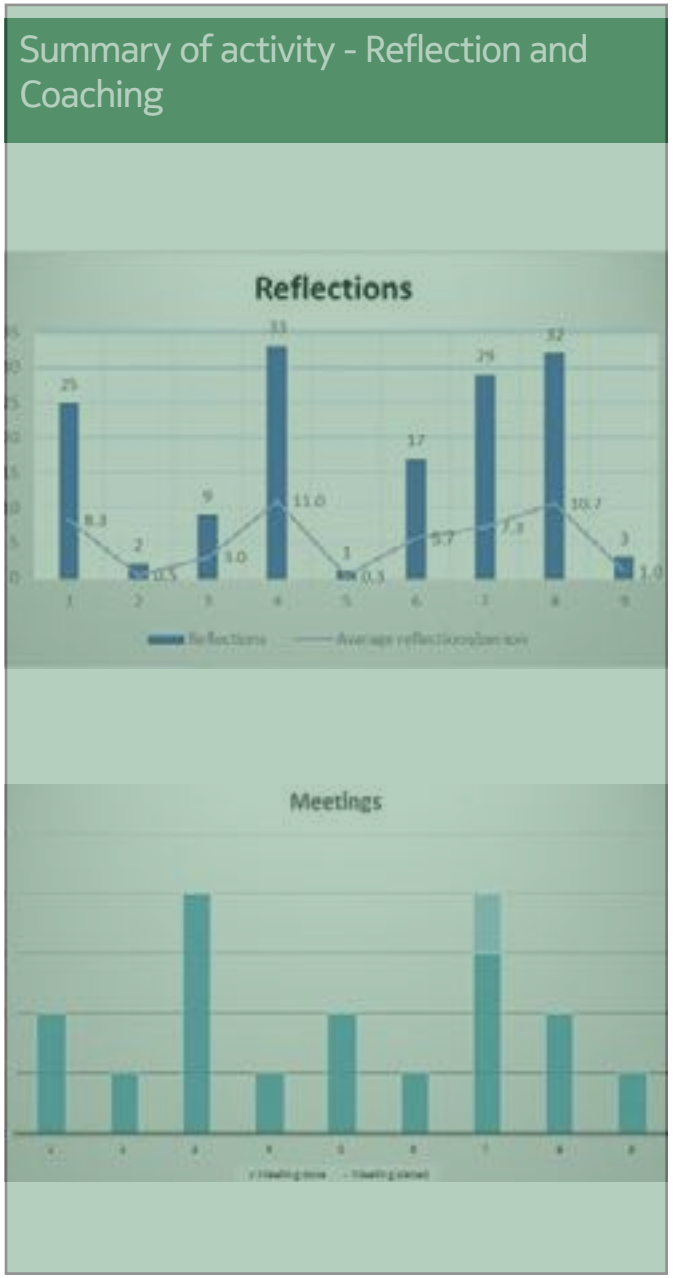
IPAS activity and short term impacts:

The average impact activity per group of 30 managers during the 4 months after the workshop improved over the past two years.



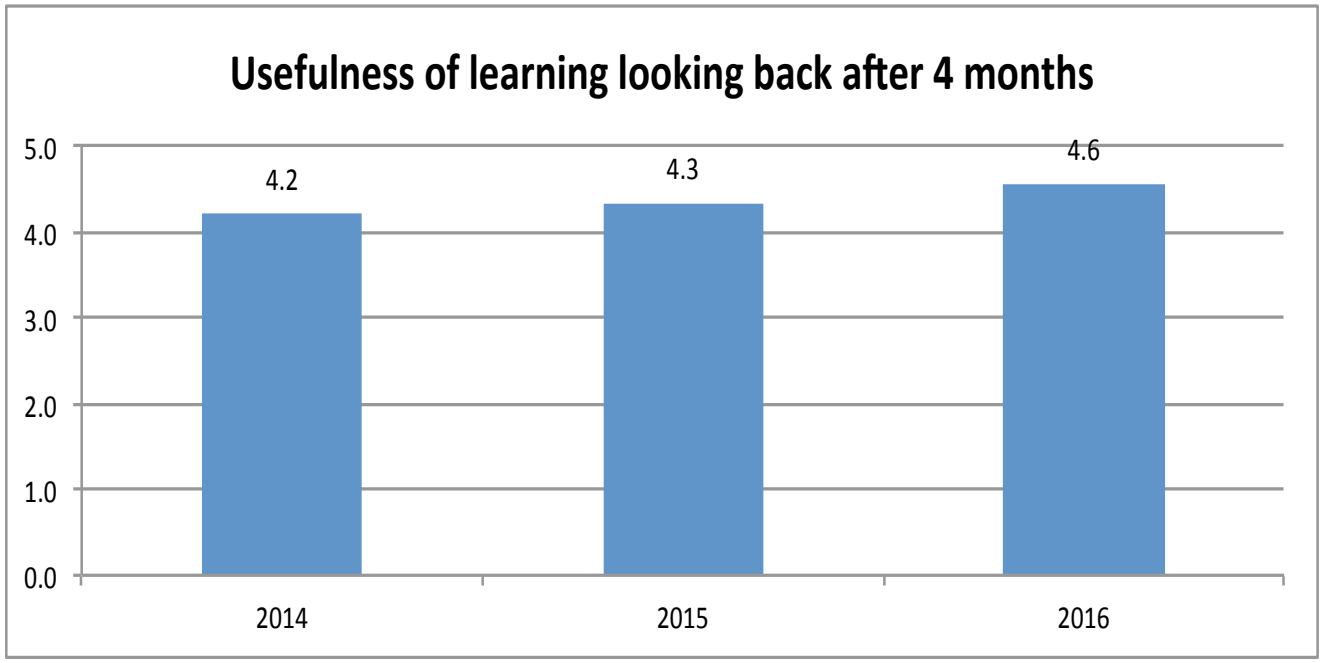
Short-term impacts are reported during monthly checkpoint webexes, over 3 months following the workshop, where success stories are shared.

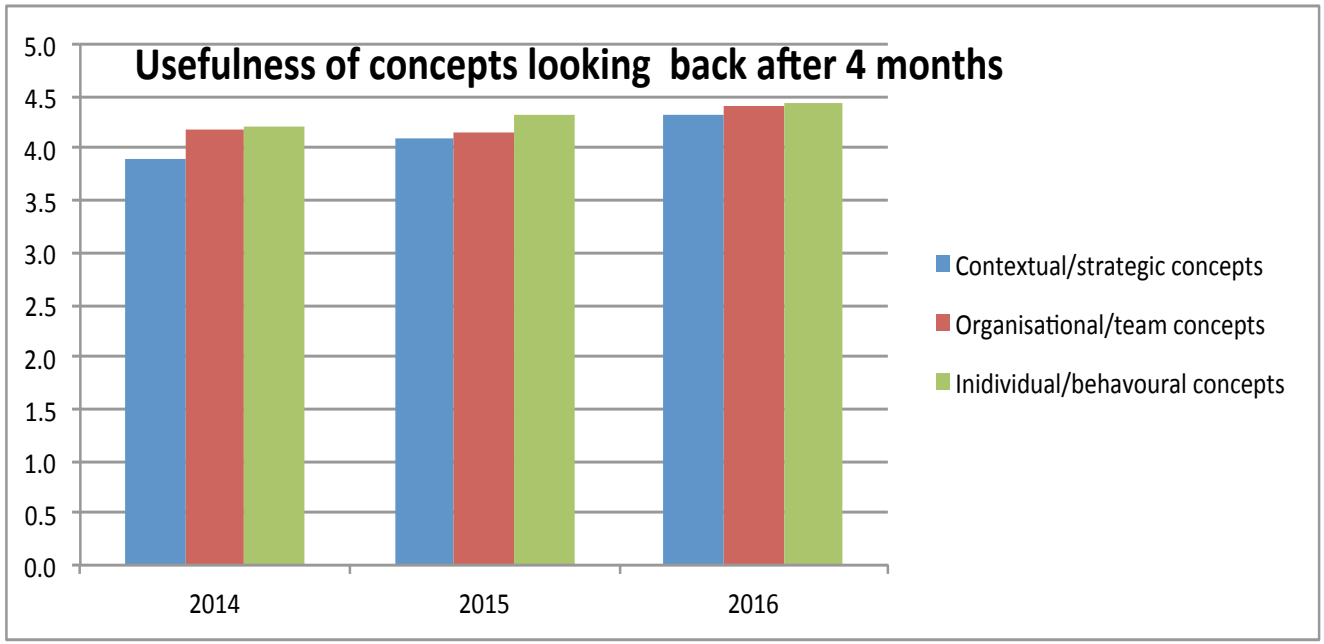
An activity report, (see example) distributed to all, shows how the peer co-coaching groups are progressing before each webex (encouraging a sense of competition).



Impact of learning

Participants are asked after 4 months how useful were the concepts learned. Average scores for past 3 years re. overall usefulness of learning and of specific concepts are:

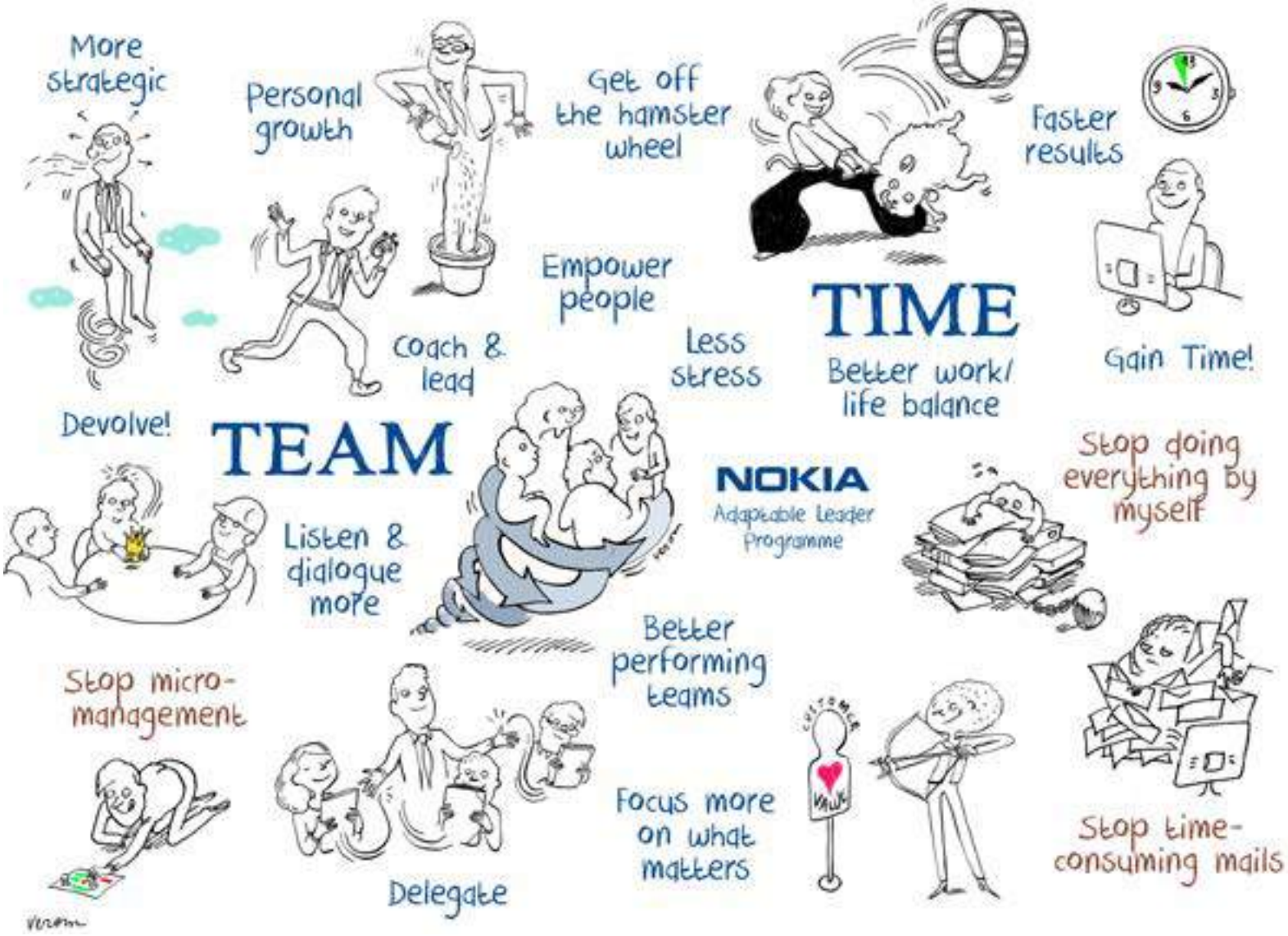




Qualitative impact

The qualitative benefits reported after 4 months by 15 groups over the last 3 years amounts to some 9,000+ words and 18 pages. A “wordle” shows two common qualitative impact benefits - time, and team:

Various benefits were reported within these two themes:

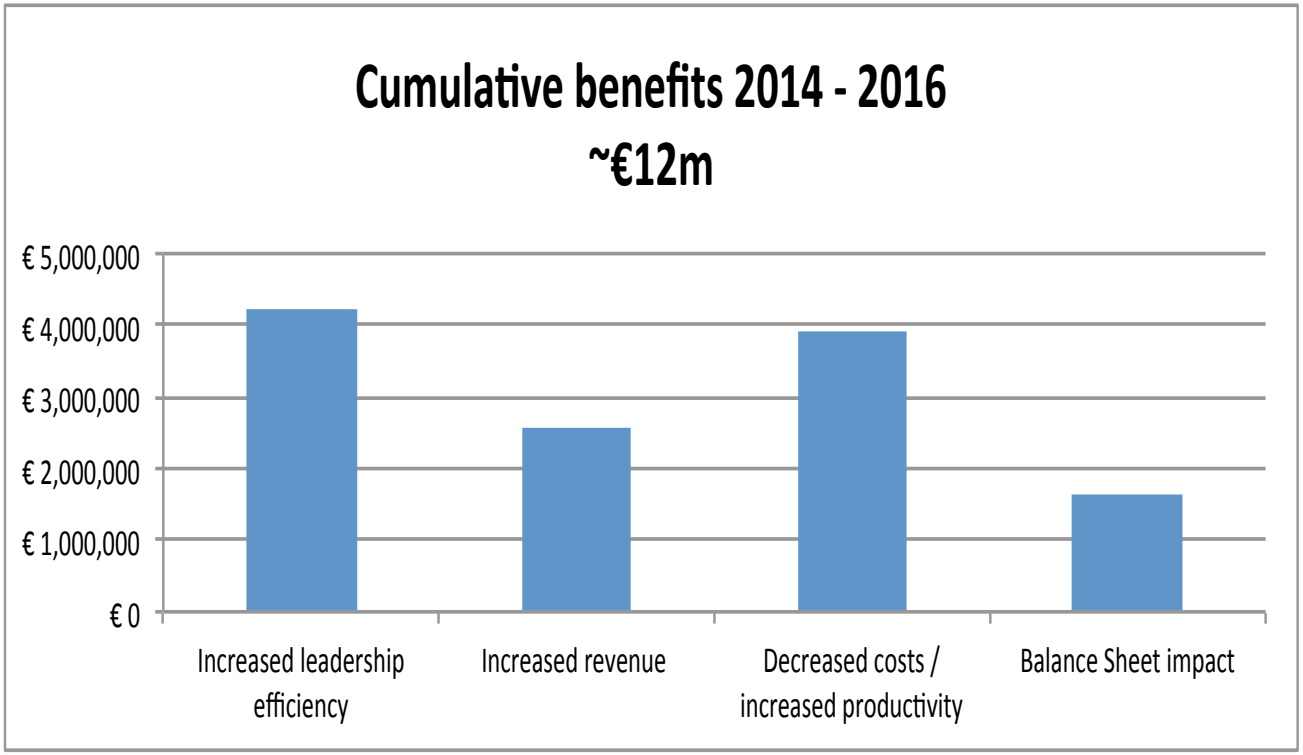


Financial Impact

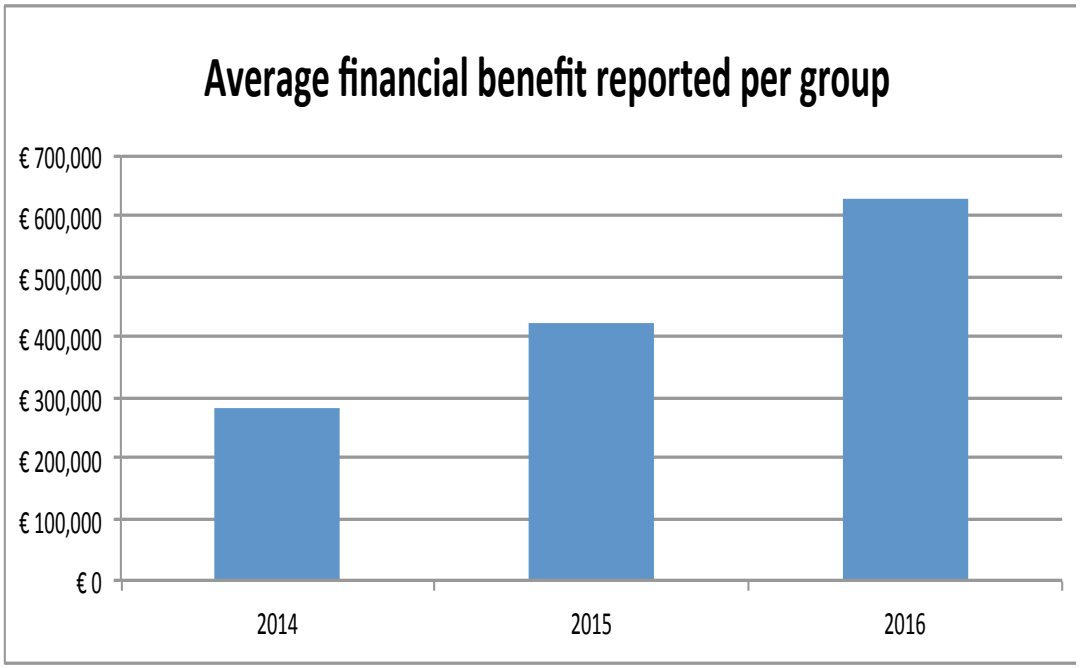
The financial impact of specific applied learning to the day job considers four levers:

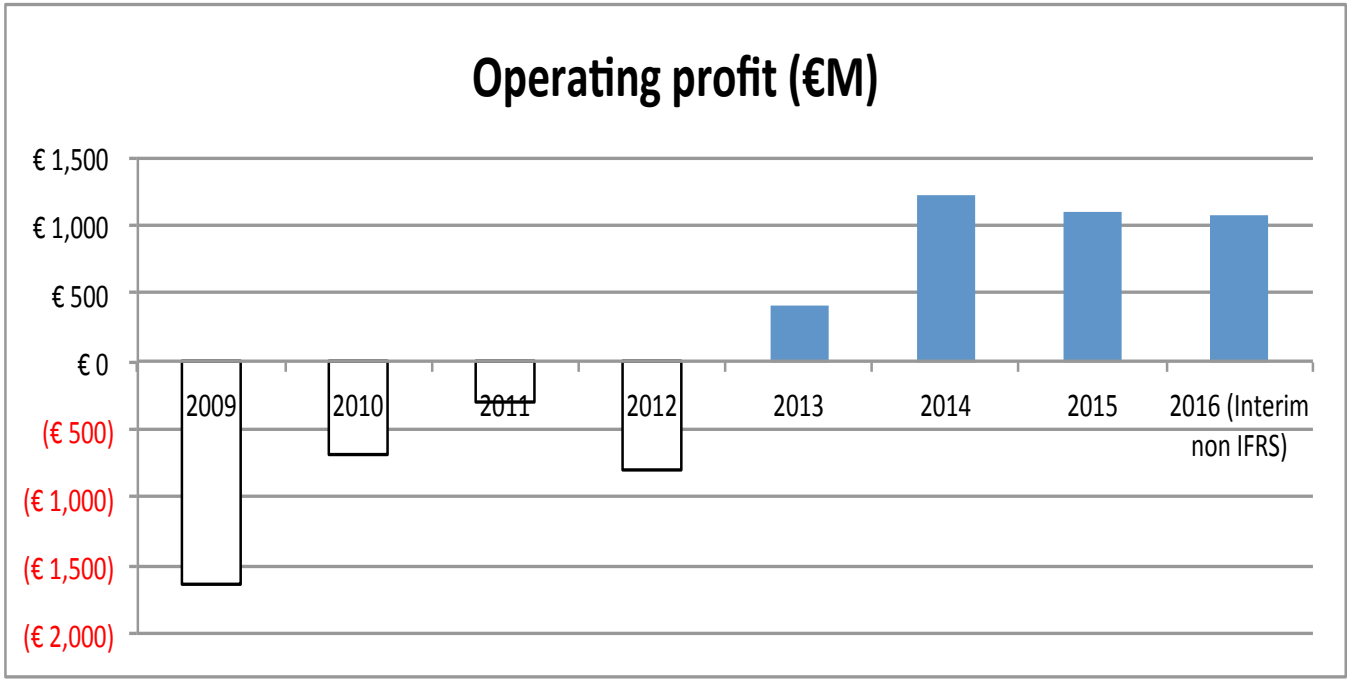
- Leadership efficiency – time saved (i.e. salary better spent) for more valuable things;
- Cost decrease/team productivity;
- Revenue increase;
- Balance sheet impact (cash flow enhancement).

Cumulative benefits from the last 3 years measured (15 groups) amounts to some €12m.



Each year the financial return on the programme has increased with an improved average financial impact per group of 30 managers currently at over €600K (<4 month payback):





During the period the fortunes of NSN/Nokia turned. From two struggling loss-making companies they turned around and combined into a profitable one, with NSN becoming the new Nokia.

With the recent acquisition of Alcatel-Lucent, a major competitor, Nokia has emerged from a consumer-facing brand into one of the world's largest telecommunications infrastructure companies for the Internet of Things.

The ALP, started in early 2013, played its part within many other initiatives, which together take credit.

Conclusions

Following Nokia's acquisition of Alcatel-Lucent, the leadership programmes of both companies were analysed in late 2016. The ALP is the only programme that survived without any changes. The partnership continues into 2017, with further evolutions planned. Nokia feel now is the time to put the programme forward for EFMD recognition - the icing on the cake - with the best recognition coming from the participants who benefit. We leave concluding remarks from a few of them:

Mike McCormack is a senior manager in operations USA with 30 years 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 1 year after the training. The passion of the ALP is like no other"

Chris Cooke is Head of Bid Management in Singapore for Asia Pacific and Japan with some 20 years experience

"I was beginning to be challenged leading a large team which was facing increasing volatile and uncertain times. During the ALP my responsibilities were enlarged and I am now leading a team 3 times larger and more spread out than before. Before attending the ALP I was struggling, getting involved in everything. I was burning out. ALP opened my eyes to other leadership techniques and by applying the 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. The extra strategic projects I'm involved in are now bringing additional financial benefits to Nokia"

Qiong Fei is an R&D manager in China with 20 years' experince

"My management work became much easier and effective. My work life balance has improved, team members are more pro-active, negotiations become 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"

Guido Herrschuh is an R&D manager in Europe with 15 years' experience

"I learned about very useful and practical "tools"/methods which I am applying. ALP 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%"

Mahendra Vir is Head of Business Operations in India with 17 years' experience

"The ALP programme was a real eye opener. I have applied this new and powerful strategy to my leadership and the results have been extraordinary. Deliverables that used to take my teams 3 to 4 weeks now take 2 to 3 weeks"

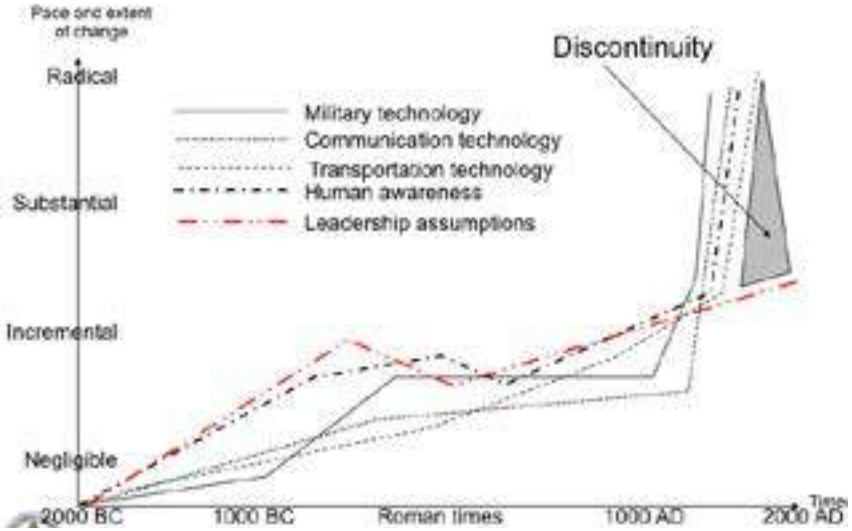
Annexes

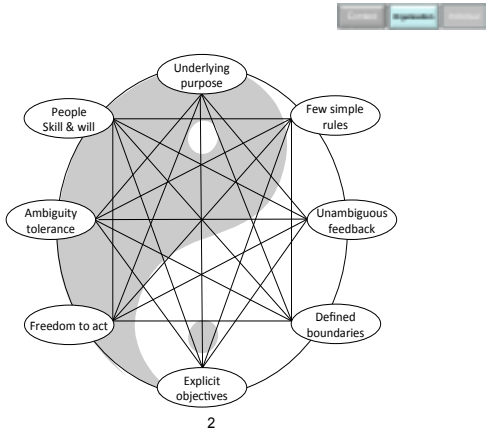
Annex A – Complex Adaptive Leadership

Complex Adaptive Leadership (CAL) is a global network of over 50 talented associates and business partners around the world, applying Complexity Science to Leadership. The CAL approach is truly innovative and unique. It meets the needs of organisations at three distinct but inter-dependent levels:

Contextual – the context for leadership has changed faster than assumptions of what leadership is. In today's VUCA world leaders no longer know the solutions even if they are aware of problems. Leaders in such a world typically waste much time applying old approaches.

CAL uses new non-linear approaches to strategy, change and leadership lending more to the dynamic traditions than the typical deterministic "tool based" linear methods of business schools. CAL offers innovative, effective and practical methods, as well as changing mind-set so tools already used can be used even better.





2

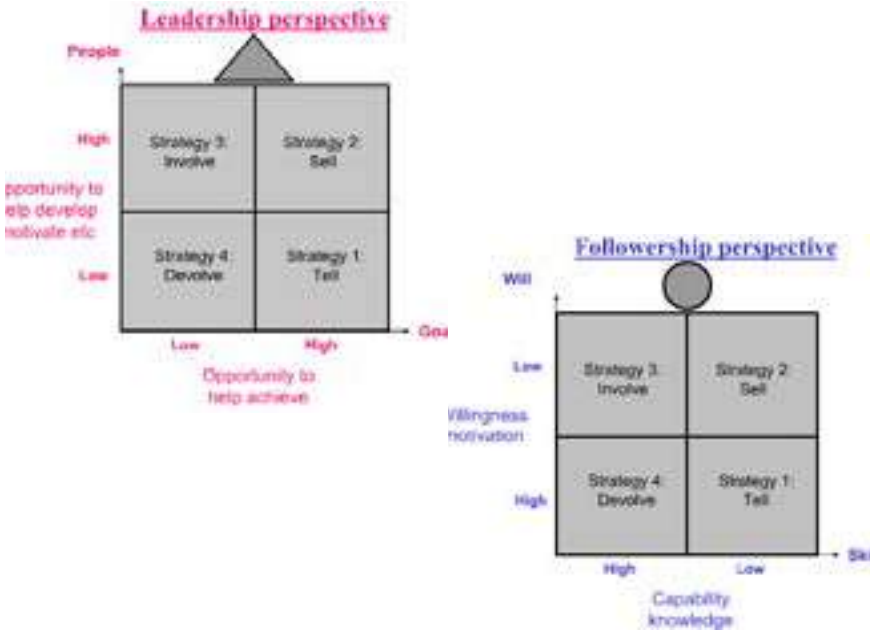
Organisational – Eight powerful principles can empower an organisation to become more adaptive, self-organising and flexible (agile) in challenging changing times.

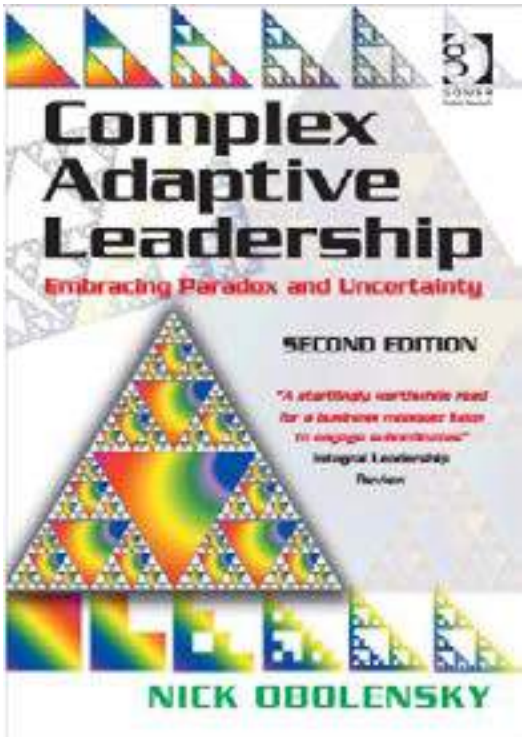
Independent research has shown CAL principles enable far better results at company as well as team levels.

Leadership is pushed to the lowest possible levels. Disciplined self-organisation is faster, and more adaptive and effective, to deal with complexity.

Individual – 4 key individual behavioural leadership strategies can be blended to get better results for less effort and less stress. CAL shows how to achieve, in a very practical way, the highest form of leadership – "wu wei" – where followers become fully adaptive.

Leaders thus learn when NOT to act, and so can then act even more decisively and effectively focussing on more important things in an agile way. Innovative leadership behaviour breeds innovation.





The CAL approach is
based on rigorous and world acclaimed research.

"....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

Although relatively new, the CAL approach has been applied successfully by thousands of managers to high acclaim and results, in over 40 countries and 20 industries around the world, examples of which include:

More information can be found at: www.ComplexAdaptiveLeadership.com

Holiday Inn
Welcome
Complex Adaptive Leadership

Annex B – Abilitie Inc.

Abilitie's award-winning talent development solutions got their start at Enspire, an early pioneer of game-based learning. Enspire was founded in 2001 with the vision to change the way in which people learn. While developing custom learning programs for Fortune 500 clients, Enspire's team used their experience to build a suite of unique leadership and business acumen simulations. Those leadership simulations quickly garnered industry awards, rave reviews, and rapid global adoption by organisations such as GE, Medtronic, Nokia, and Southwest Airlines.

In 2015, based on the success of these business simulations, Abilitie was born. Our client list extends across multiple industries, and we partner with organisations such as IMD, London Business School, and MIT Sloan School of Management.

Executive Challenge™

Executive Challenge is a leadership development programme that focuses on key leadership competencies such as effective cross-departmental communication, understanding the short-term and long-term implications of decisions across the enterprise, managing effective communication channels, and connecting business strategy with effective execution.

This transformational learning experience uses a team-based simulation to drive learning and business results, and challenges participants to think strategically and solve operational problems under real-world pressures and constraints.

Business Challenge™

Business acumen is what allows managers to understand how their day-to-day actions connect to the creation of value for their business. Managers need to communicate in the language of business, evaluate financial data to inform business decisions, and connect their decisions to the drivers of value: growth, profitability, and risk.

Business Challenge™ is an experiential learning program that allows employees to achieve these outcomes by applying skills in a business simulation complemented with finance lessons, exercises, and instructor-led discussions. Unlike most other business acumen programs, Business Challenge is both comprehensive and easy to deliver, making it scalable for organization-wide training as well as for exclusive high-potential development programs.

Management Challenge™

As the demands on people managers grow, these managers are experiencing a higher rate of failure. At the same time, organizations continue to struggle with building a leadership pipeline. This situation has led to an abundance of different management concepts, tools, and training.

Abilitie's Management Challenge™ reduces the complexity. Regardless of framework, the core managerial objective in creating a sustainable and successful team is based on two tenets: delivering high performance and growing teams' capabilities.

Management Challenge isolates key competencies and provides a space to explore, practice, and gain experience in what matters most.

Awards and clients

2016

Brandon Hall Excellence in Learning Awards

Gold Award: Best Use of Games and Simulations for Learning
Silver Award: Best Use of Video for Learning

2015 and 2014

Training Industry, Inc.

Top 20 Gamification Companies

Clients

Medtronic
LENNOX
Pep Boys
GE
ConAgra Foods
Pep Boys
Yum!
COX ENTERPRISES
Schneider Electric
NOKIA
ebay
McCOMBS SCHOOL OF BUSINESS
ConAgra Foods
DELL
McCOMBS SCHOOL OF BUSINESS
SOUTHWEST
Liberty Mutual.
Canon

Annex C – The ALP Team

Core Team

Francisco Menezes
Nokia

Nick Obolensky
CAL Ltd

Nathan Kracklauer
Abilitie Inc

CAL Faculty Coaches

Morley Potter

Herman Prakke

Nokia ALP Champions (showing day job and groups mentored to date)

Malgosia Blasiak
Lead Account Manager
Munich 2014, Lisbon 2015,
Helsinki 2016

Adrian Butcher
Lead Service Business Manager
Arlington 2014, Helsinki 2015,
Munich 2016

Ponni K
Global Head R&D Labs
Bangalore 2015, Batvik
2016

Rolf Giesbert
Head of Process
Management
Munich 2014, Landshut 2016

Gisela Lutz
Global Head Product
Management
Munich 2014, Grassau 2015

Harith Menon
Emerging Business Sales
Gurgaon 2014, Jakarta 2015

Kati Rasenen
Head of New Products Intro
Espoo 2014

Shiv Bagrodia
Head of Sales Middle East
Dubai 2014, Munich 2014

Nokia Academy Support Team

Kasia Lubek

Magdelena Olasik

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