



# Leadership in a Complex Ecosystem

Arm and CCL working in partnership to develop leadership mindsets at scale

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# Executive Summary

In 2017, to accommodate continued successful growth, leading semiconductor IP company Arm devised a new operating structure. In 2018 an external partner, The Centre for Creative Leadership (CCL) was asked to help to help develop the leadership mindsets, practices and behaviours to leverage the opportunity the new structure brought in the largest division in Arm, Central Engineering (CE).

Encouraged to share Arm's passion for progress, CCL worked with Arm to help systemically alter the way leadership is conceptualized and acted upon. Together we developed a holistic solution to understand the shifts needed, how to make them happen, all the time using a range of innovative blends, culminating in a leadership development programme suite. Designed and executed as a whole, CCL worked in depth and practically with 130 senior global leaders. These became the source for Discussion Leaders to lead the second phase, which touched a further 1,000, following further immersion in a carefully crafted suite of CCL IP and methods. All the time working closely with Executive Leadership Team Members, who were engaged and involved for greater impact than traditional 'sponsorship', this systemic approach created the conditions for rapid emergence of a new common language on leadership and large-scale change in individual and collective leadership mindsets, practices and behaviours.

The initiative has been a resounding success. In less than 3 years there are new shared practices and a common language used to discuss complexity, change and collaboration. And the business results reflect this. The momentum is growing and the next stage in the journey is already being shaped and led by Arm.

While CCL steps away from our deep operational involvement to move on to fulfil another part of our mission. Which is to find and document the lessons of experience which may be gleaned for the benefit of others. This case study is the start of that process.

