

## A Leaders Playbook:

# THE CASE FOR STEMMING STALLED GROWTH

*\*This is a fictional company, but based on real conversations across a number of businesses in similar situations.*

### To Access:

1. Our ROI calculator to evaluate the benefits for your business, by pulling different levers to get a better outcome, [contact us](#).
2. Access a 2 week trial for you to evaluate how it might adapt to your needs, [click here](#).
3. To book a time to discuss a pilot, [click here](#).

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# “THE FIVE SPARKS OF NEW GROWTH”

Let's explore how organisations – from the Board through to the Employee – experience pressure when it comes to growth. And how it can be sparked more effectively.

**Company:** Northbridge & Co

**Context:** Established business, growth is slowing. Talent mobility is low. Good people are leaving for “what’s next. Costs are growing.

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## ① The Board Member - *Focus: Strategy & Risk*

Elena, reading the monthly pack, notices a high number of people mid-career are leaving, as well as some delayed project delivery. She realises strategy assumes a level of capability continuity the business can't currently see, measure or maintain.

*“Before we sign off any major growth programmes, can we get visibility of internal capability gaps, latent opportunities, mobility readiness, and churn risk?”*

She's not demanding change - she's reducing **execution risk, for future initiatives.**

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## ② The CEO - *Focus: Optimising Productivity & Costs*

Martin knows the P&L, but also knows what it doesn't show: lost productivity from re-learning/re-hiring, misallocation of projects to unskilled staff, and avoidable turnover.

He knows there's a new solution being proposed. He sketches a back-of-the-napkin model:

- Replacement cost = 1-2x salary
- Reduce churn by 5-10%
- Increase internal skills by 10%

*“How can we avoid just one new external hire – with a learning solution – that could pay for itself?”*

He doesn't care about the platform. He wants **Results.**

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## ③ The HR Leader - *Focus: Proving their Cost & Results Competency*

Budgets are tight. Asha wants to protect the new initiative line item that keeps more 'people engaged, learning and retained'. But not blow her budget.

She proposes:

- Looking at a low cost learning solution (**eg Actvo**)
- Wants to run 2 pilot squads – 12 months deploy
- Will measure internal adoption, growth in skills & bench strength, readiness shifts for internal projects or gigs
- Monthly “cost-rescue” reporting (at-risk talent retained)
- Cut one under-utilised ‘mandatory’ (but under-used/out-dated) training course, with same cost to create budget.

*“Judge me on cost management, not how many courses get completed.”*

**Her advocacy** of the idea protects margins, and elevates her team.

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#### ④ The Manager – *Focus: Improving Productive Output of his Team*

Mark’s time is precious and pressed. He only spends 12% of her year thinking about career development (about twice a month), and finds it an annoyance and he doesn’t enjoy it. He wants a more effective way to get more from his people – more initiative, more learning, for less of his time.

He’s motivated by

- A team that’s learning and growing and producing more, independently
- A system that gets his team ready for a development conversation that he can respond to – not create
- Data that helps him plan for emerging leavers, leaders and movers

*“Help me, help them. This is hard for all businesses – it’s time we solved it. What solutions could I fund from my budget?”*

His desire to support his people motivates him to **try the model and approves the costs.**

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#### ⑤ The Employee — *Focus: Career Clarity & Learning Plan*

Toby is a strong performer, but can’t see his path forward. He needs a simple vision & process to follow, he wants ‘micro-nudges’ to get ready for change through learning, to see roles matching his capabilities, and to be able to feel confident to take up an offer for a short ‘gig assignment’ in another team. He wants to figure this out himself, as it’s uncomfortable to talk to Mark about it.

When approached by an external recruiter, he wants to reply:

“I’m progressing here - timing isn’t right.”

At the moment he doesn’t feel this though. He’s a bit lost.

***He – is the heart of the problem. And the opportunity.***

**People rarely leave and stagnate - when they can see their future, and reach it.**

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## **6 months Later (Outcome from deploying Actvo)**

- **Board:** Sees new capability from mobility & some succession occurring, and can de-risk growth strategy.
- **CEO:** Has a dashboard of avoided hiring costs, new skills and faster time-to-Productivity of new projects.
- **HR:** Keeps funding by demonstrating uptake rates and cost protection.
- **Manager:** Deploying more innovation and change projects with more time back.
- **Employee:** Feels seen, stretched, and valued internally (and status grows externally).

No one demanded transformation.

Each stakeholder nudged it - using their own leverage.

**With Actvo you can enable this.**

*Actvo is a Talent Activation Platform that transforms teams by enabling people to thrive and grow independently.*



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