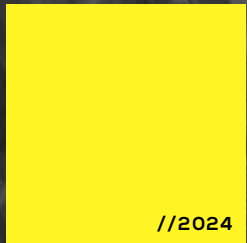


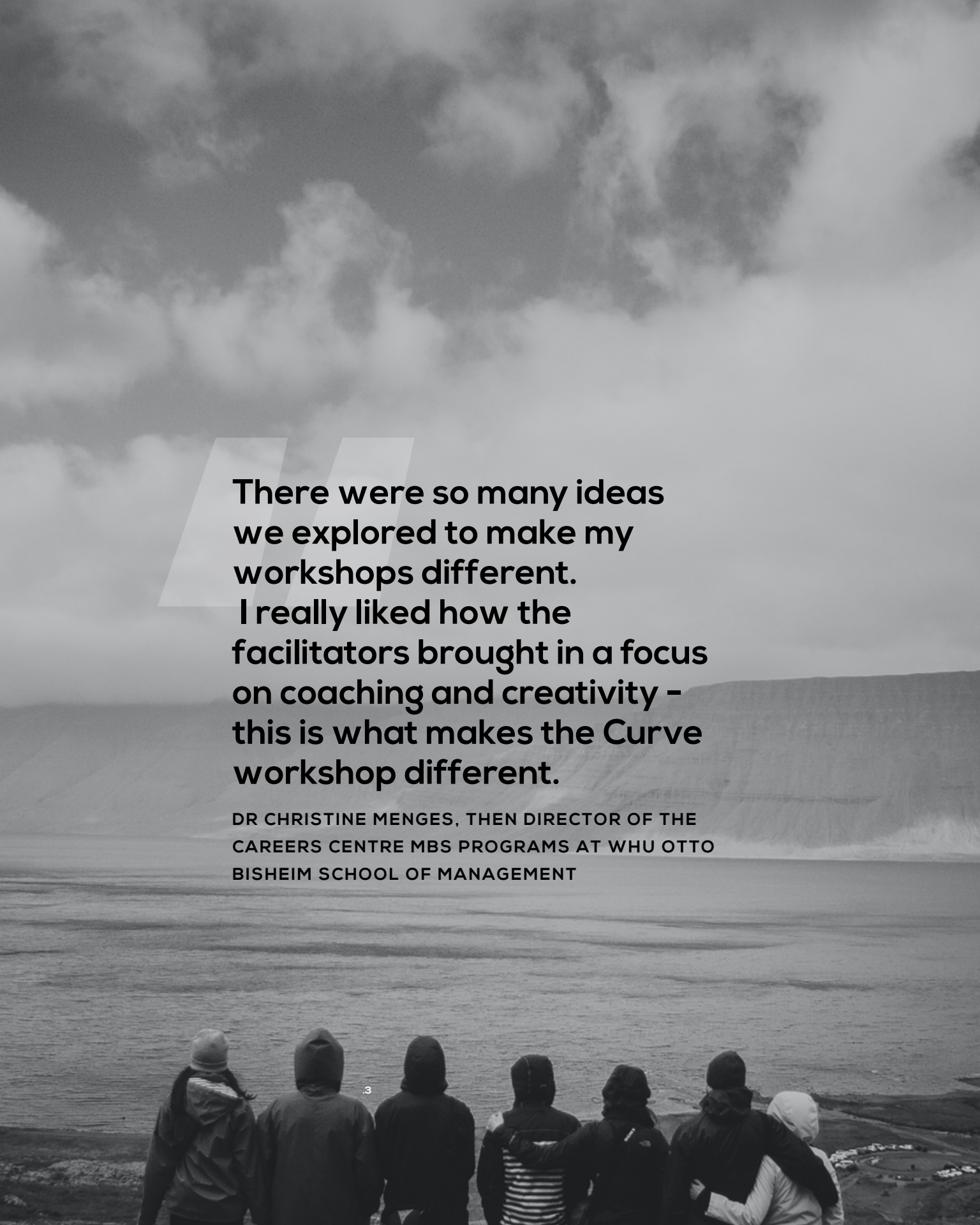
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looking back to move forward

WHAT WE'VE DONE AND WHY IT MATTERS





There were so many ideas we explored to make my workshops different. I really liked how the facilitators brought in a focus on coaching and creativity - this is what makes the Curve workshop different.

DR CHRISTINE MENGES, THEN DIRECTOR OF THE CAREERS CENTRE MBS PROGRAMS AT WHU OTTO BISHEIM SCHOOL OF MANAGEMENT

introduction

AS WE say goodbye to Curve in its current form, we wanted to create this legacy document for our amazing team and our wonderful clients to celebrate what we've achieved together over the years. While Curve as a company is coming to an end, we as facilitators, coaches and leaders will continue to seek new opportunities to create meaningful change in the world. We'd love the relationships and collaborations that we've built over the years to carry on in other ways, and we'd love you to stay in touch via our

LinkedIn page www.linkedin.com/company/curvecreative/.

Over the following pages we'll reflect on the work we've done and why it matters, share our favourite insights, coaching and facilitation tools to help you carry on your good work, and celebrate the positive impacts our work has had on us and our clients. Through our work we brought a humane approach into the world that was uniquely Curve. We hope you'll find inspiration within these pages to keep this alive in your practice in different ways.



our ambition

OVER THE years we've been in business, our vision as an organisation evolved to be: "a truly regenerative business with a stake in the future, working to help organisations change for good". We used facilitation and coaching as a powerful combined approach to help leadership teams bring about this change. Underpinning it were three core principles that we applied to every workshop, coaching session and interaction, not just between us and clients but between ourselves:

TELL ME MORE

This is about care, curiosity and entering into relationships with others. Gently challenging, it invites deeper inquiry, shows presence and interest in what someone has to say, and goes beyond superficial concerns to make space for deeper thoughts and exploration.

WE ARE ENOUGH

This is the belief on which we founded Curve. The conviction that change is always possible and whatever the scale of the problem, collectively we have what it takes to address it. In the context of collaboration, it is "we" who are enough, not just "me".

TOMORROW I WILL

"Tomorrow I will" is about always remembering to stop and define the next concrete commitment that makes change real, demonstrating accountability and investment in the group's shared vision.



AS WITH any business, Curve has been a journey of discovery for us. We've learned from everyone we've encountered on the way, be it the inspiring and visionary leaders we've worked with, the hundreds of participants who've helped us to continually shape and refine our workshops, or, most importantly, each other. Here are five learnings that we can all carry with us into the future and that we'd love to share with you:

what we've learned

1.

WE ARE ALL MORE CAPABLE AND CREATIVE THAN WE THINK

Responding kindly but proactively to limiting beliefs is something we've always collectively endorsed. Whenever we've met with problems - "We can't do XYZ" - our reflexive response has always been "We can't do XYZ, YET!" Moving from a scarcity mindset to an abundance mindset opens up potential and creative capacity, gently encouraging experimentation and a sense that we can find new answers to persistent challenges.

2.

JOY IS AN UNDERUSED AND UNDERESTIMATED QUALITY IN THE WORKPLACE

Curvers are people with big smiles. We've never been afraid to bring warmth and laughter into our work. Genuine positivity is infectious and can unlock goodwill, determination, generosity and the ability to think about things differently, with openness to new possibilities. Joy alleviates defensiveness and hostility, bringing with it connection and hope; two qualities we love and will carry forward with us.

3.

CHALLENGING BEHAVIOUR IS A CONSEQUENCE OF UNMET NEEDS

Occasionally, we've worked with people whose behaviour in a group has created difficult dynamics, shifting the energy and making it hard to achieve the collective goals. We've always responded to this without judgement. We approach complicated behaviour with curiosity, recognising that our role as facilitators is to enable everyone to contribute as fully as possible. Remembering that observable behaviour reflects thoughts and emotions usually more hidden from view helps us to not take things personally. Instead, we've learned to see it as an invitation to find out what someone needs to participate fully, without detracting from anyone else's experience.

4.

CHANGE IS POSSIBLE. OPTIMISM ISN'T THE SAME AS NAIVETY

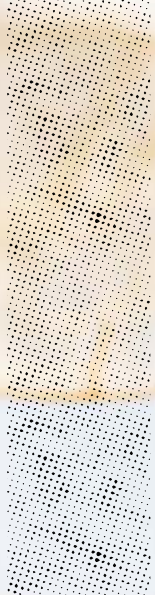
As Coaches, our default starting position is that all of us are capable of change. If we didn't believe this, we couldn't, in good faith, do what we do. That worldview unlocks a huge amount of capacity and hopefulness, because we can truly believe in people, helping them to see the agency they have to make new choices and take different actions in various aspects of their lives. We've always been somewhat sceptical of "big initiatives" that can overwhelm with the amount of change and transition they need to succeed. We've learned it's better to break big things into small pieces, and identify the very tangible first steps that everyone can take.

5.

WE ALL ARE ENOUGH

Since Curve's earliest days, our brand essence has been "wWe are enough." We're small but mighty; we have the skills and abilities to succeed and make a positive impact both on our clients' organisations and the wider world. We believe this deeply, about ourselves and about everyone we've ever worked with. YOU are enough. You can create the change you're looking to make, and our job is, and has always been, to help you realise this and support you to take ownership of the opportunities and challenges you face.





OVER THE seven years Curve has been in business, we've worked with 152 clients ranging from startups to multinational corporations. Some of them had lost their direction and needed to reignite their team and their purpose. Some had a clear destination in mind but were unsure how to get there. Others wanted to equip themselves with new skills and techniques to be better leaders. And some simply needed to connect, or reconnect, with each other on a much deeper level so that they could harness their collective brilliance to achieve their goals.

There isn't room here to mention all the amazing teams we've worked with and the many different ways we've helped them to create change, but here are some of our highlights.

what we've achieved

In a short amount of time, Curve's Next Generation Leaders Programme transformed our Senior Leadership Team from a collection of brilliant individuals to a unified and highly collaborative force to be reckoned with.

KATHLEEN ENRIGHT, MANAGING DIRECTOR,
SALTERBAXTER

next generation leaders programme

WE TOOK cohorts from organisations like Salterbaxter and SPCSHP on a journey, helping them to take the next steps in their careers and navigate the complexity of leading in today's world. From Inclusive Leadership to Balancing Short and Long Term Thinking, from Growth Mindset to Peer Coaching, our programme developed self-awareness, self-regulation and deep listening to help participants show up in their teams with commitment, vision and the intention to create change for good.



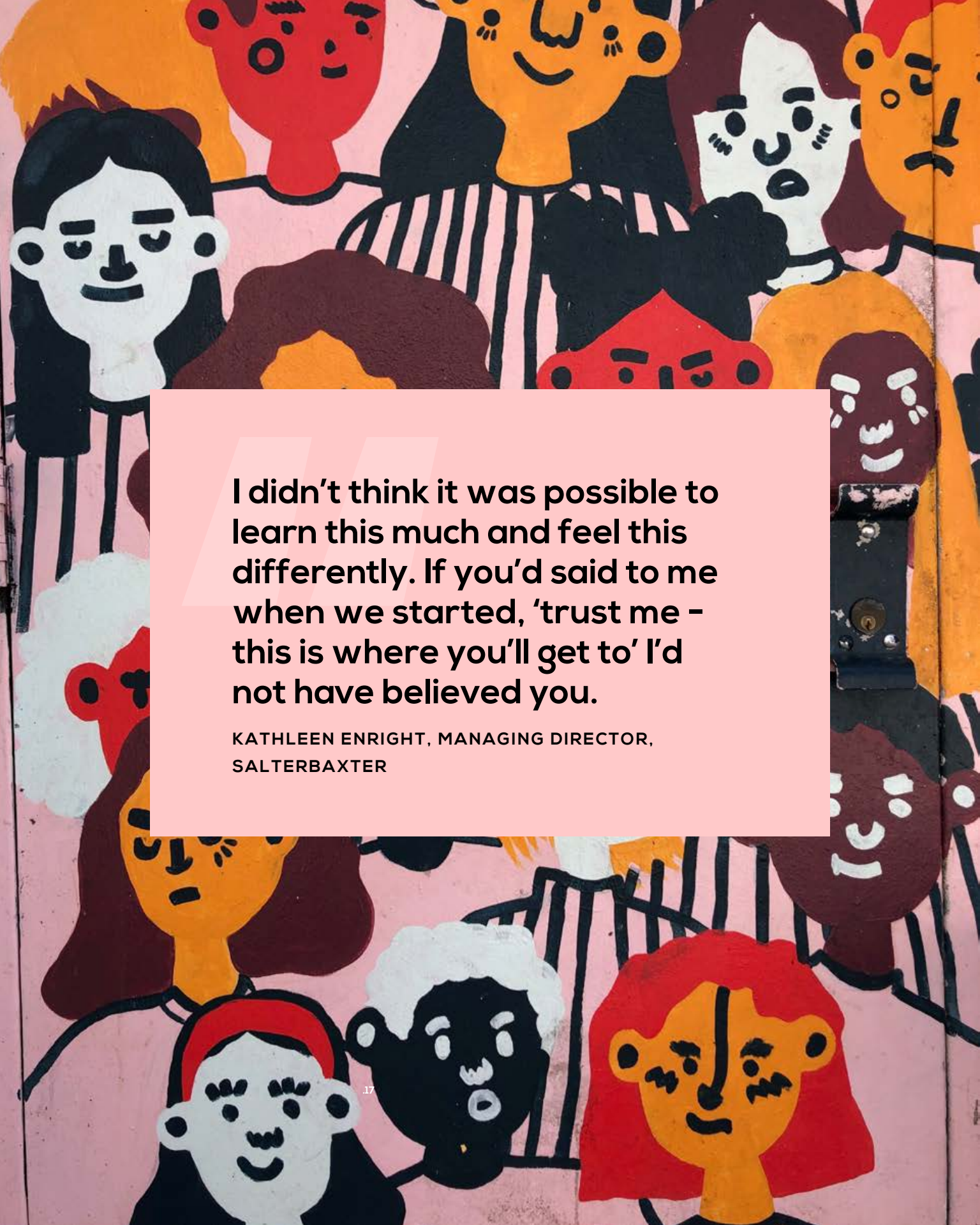


team offsites

FACILITATING OFFSITES to help teams bond together, work out where they're going, and define how they're going to get there has been one of our favourite streams of work. Whether it's team building or defining a strategy and roadmap, we've witnessed the magic that can happen when you take teams out of their day-to-day environment and create space for them to make deep human connections, imagine new possibilities and get excited about their shared future. We especially loved working with the teams at Motability Operations, Formidable, SoDA, Zoe, Decathlon and E3G.

Yesterday was one of the best full-day workshops I've ever participated in. The technique that brought us to a great output was innovative, new and really well balanced. It was amazing to me that Curve managed to keep my energy, focus and engagement up for the entire day. Fantastic.

ANN YSTÉN, SODA BOARD



I didn't think it was possible to learn this much and feel this differently. If you'd said to me when we started, 'trust me - this is where you'll get to' I'd not have believed you.

KATHLEEN ENRIGHT, MANAGING DIRECTOR,
SALTERBAXTER

team coaching

WE'VE FOUND that the biggest barriers to success for a team are the anxieties, hidden agendas and relationships that hold people back. Team Coaching is one of the most powerful ways to overcome these, diving deep to uncover limiting beliefs, unhelpful repeating patterns and incorrect assumptions, and reveal hidden opportunities. It was a joy to work with fantastic teams like those at Accenture and Motability Operations and to see how it transformed their team dynamics.



LEEANN CLINE/UNSPLASH



defining values

WE LOVED working with teams from organisations like Formidable and SoDA, taking them on a deep exploration of their individual values in order to define the cultural values they could unite behind to take their businesses forward. One of our biggest and most enjoyable challenges was facilitating an online workshop for hundreds of people at the Manufacturing Technology Centre in Coventry, so that the whole organisation could be involved in the co-creation. With our help, they defined values they can live and breathe every day, and we proved just how far you can go with online facilitation with the right design and imaginative use of technology.

Research tells us how important it is to align employee and organisational values. As an HR practitioner and PhD researcher (in authenticity at work) this is vitally important to me. I left confident that the values really do reflect the people at MTC and what's important to us.

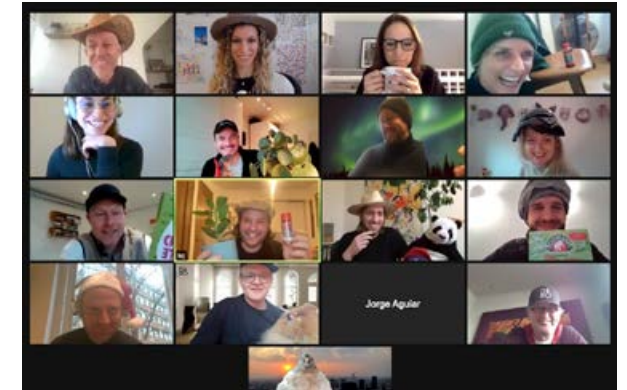
HELEN JOHNSON, HR BUSINESS PARTNER,
MANUFACTURING TECHNOLOGY INSTITUTE

The team had a new-found confidence to run engaging remote workshops. Remote Workshop Workshop delivered the right mix of practical tools and soft skills to take forward.

SCOTT MCGREGOR, INNOVATION LEAD, TELEFONICA

LOVE.

MacBook Pro



remote workshop workshop

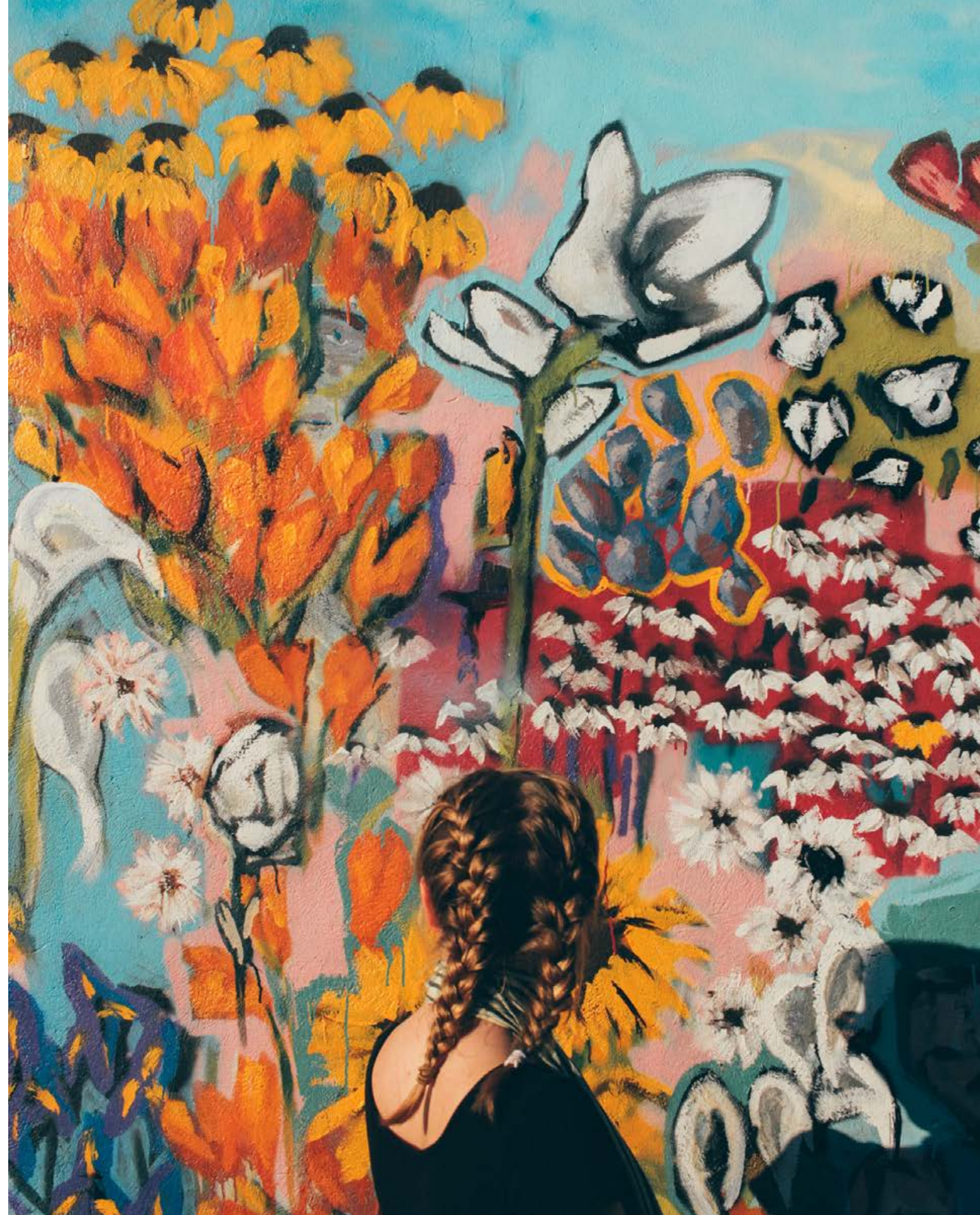
WHEN COVID-19 struck in 2020 and meetings moved online, leaders had to quickly adapt and learn how to get their teams to collaborate remotely. We designed our 'Remote Workshop Workshop' to give people the facilitation skills to run effective, productive and fun online workshops. We showed the hundreds of people we trained that remote workshops are not just more accessible and inclusive, but more successful, once you know how to manage energy levels, facilitate deep connection and navigate the technology. Part of our legacy is that many teams we've trained continue to run their workshops online instead of in-person, helping to tackle the climate crisis by reducing travel.



confidence-building for Accumulate

IT'S BEEN a joy and a privilege to work with Accumulate, the non-profit that describes itself as 'the art school for the homeless.' Our collaboration included facilitating a confidence-building session on the first day of Accumulate's ten-week Creative Futures programme. The goal was to give participants the confidence and resilience they need to go the full ten weeks, so we shared tools like breathing exercises, mindfulness and journaling to help them steady any nerves and face the challenges ahead of them. On completion, the programme offers participants opportunities for work experience in the creative industries.

EMMA FRANCES LOGAN/UNSPLASH





WE ARE HERE!

WE ARE HERE is a workshop-based programme for young people from marginalised groups. Our most recent cohort were care-experienced young people, who have significantly fewer social, education and employment opportunities, and are often stigmatised and overlooked. Our five-day programme included coaching, somatic bodywork and mentorship, culminating in the co-creation of a Zine and continuing with on-going coaching and support. Our goal was to give participants the skills and confidence to use their voice and abilities to shape their future. It's hard to understate the barriers that many care-experienced young adults face when finding their way in the world. It was a huge privilege to work alongside them and support them in their journeys, and we hope to continue the programme beyond Curve.

MATHEUS BERTELLI/PEXELS

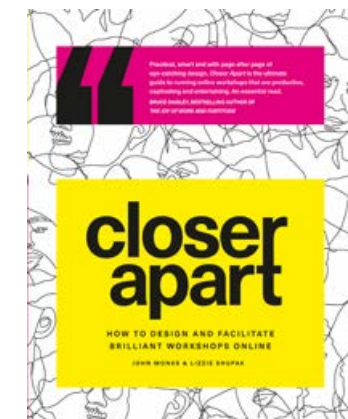


LIZZIE SHUPAK



Closer Apart

WE WROTE a book! John and Lizzie wrote 'Closer Apart: How to design and facilitate brilliant workshops online' to share their facilitation expertise. The book draws on their many years of experience, guiding readers step by step through each stage of the online workshop process from planning through to post-workshop follow-up. Full of practical tips and advice, the book has helped people all over the world from complete beginners to seasoned professionals get better results from their remote workshops.



Facilitating Workshops Online e-learning course

TO MAKE our facilitation training as widely accessible as possible, we took the tips, tools and insights from our live training workshop and from 'Closer Apart', and designed a self-paced training course. Lizzie Shupak guides learners through videos and exercises and shares tips and tools like Curve's workshop planning canvas.



CORY GAZAILLE/UNSPASH





LOUIS MANIQUET/UNSPLASH



we started our B Corp journey

OUR WORKSHOPS and training programmes focus on how to do things in a way that's better for people, society and the world at large. So B Corp Certification felt like a very natural ambition for Curve, giving us the structure to look both inwards and outwards at what we do, and think hard about what being a 'good business' means.

We set out on our B Corp journey in 2021. At that time the framework consisted of 5 main pillars; Governance, Workers, Community, Environment and Customers. We were closer to meeting some criteria than others, and working towards an ambitious but achievable score in each section was no mean feat. The commitment involved is a huge part of the value of B Corp Certification; there's a clear goal which gives a focus to the time and energy needed. We're certainly a better business than when we set out on the journey.

"Managing Curve's B Corp application was a huge learning experience for me. It opened my eyes to the breadth of impact a company can have, and that being a good business is about having the intention to make every interaction a positive one. To be successful at B Corp, the knowledge and ideas of the whole team is essential."

MARTINE KURTH, Head of Sustainability and Delivery



PART OF who we are is being generous with our time, our expertise and our ability to connect ideas and people together. We've always thought deeply about the work we do, what it means to be a leader in today's climate, and what changes we need in the world. We've loved sharing our intellectual explorations and practical tools in our newsletters over the last seven years; here are some of our favourites.

what we leave behind

WHY ARE YOU
DOING THIS?
WHO IS IT FOR?
WHAT DO YOU
NEED TO
ACHIEVE?
HOW WILL YOU
MAKE IT
BRILLIANT?

making change

THE ACT of making is profoundly human and, when it's something we care about, deeply satisfying. Have you ever felt like the room could be burning down around you, and you wouldn't even notice because you're so absorbed in what you're creating? According to positive psychologist, Mihály Csíkszentmihály, what you're experiencing is 'flow state', defined as an "optimal state of consciousness where we feel our best and perform our best."

In part, this is good and necessary. It's how brilliant work comes to life, by deliberately shutting out the noise and distraction of the world and simply attending to the act of making. But we can't shut out the

world continuously. We can't always be making. If you're in a commercial role, you have to understand your consumers, their mood, their taste and their tolerance for your proposition. If your role is at the more artistic end of the spectrum, then you need input and inspiration, and a societal context for your work. If you're only ever making, you're essentially out of reach, meaning the hard work of creating change falls to others. While you're wrapped up in your singular focus, other people have to take on that responsibility for you.

Creating is critical. Making is magical. And similarly, being out in the world, listening and connecting with others, is what makes change possible.



FAVOURITE MOMENT

"From the elation of facilitating my first workshop and seeing the 'aha' moments on participants' faces, to walking meetings in the sunshine, to running a workshop where we visualised Curve as a garden to help us create our processes, there have been so many wonderful moments! But my favourite was our virtual Away Day in October 2023, which was beautifully created and managed to help us bond in a way I wouldn't have thought possible online. We were able to connect, communicate and come away feeling stronger as a team."

MARTINE KURTH

"I've been changed by Curve in so many ways. I didn't know what was next when I was running my cookery school. I'd worked in leadership and facilitation from a very young age, and it was through working with Curve that I realised how the skills I brought can be applied to help people in business and organisations in a meaningful way."

RACHEL DAVIES

“When I joined Curve two years ago, I was riddled with self-doubt. I wanted to make an impact but lacked confidence. Curve saw my potential and gave me an opportunity, admiring what I was most self-conscious about: my energy. Since then, I’ve grown beyond my wildest imagination. I’ve led projects working with senior leaders, designed and facilitated workshop programmes that made tangible impacts and spoken about things that matter to me. More than anything else, I’ve found myself again - knowing, rather than doubting, that I am enough.”

MITCH PARKER

“Curve has inspired me to work with others with freedom, trust and kindness.”

HAZEL GRAHAM

dealing with data

IT TAKES a lot of effort for us to comprehend complexity while keeping the Big Picture in our minds at the same time. Too many competing concerns, too many dependencies and too much information can make it difficult for us to properly understand. Analogies can really help us here. As Douglas R. Hofstadter explains in the book *Surfaces and Essences: Analogy as the Fuel and Fire of Thinking*:

“Just as we need to hide the massively complex details inside our fancy gadgets by elegant and user-friendly packaging, so we need to hide the details of many ideas in order to talk about them in

a sufficiently compact way that we won’t get lost in a mountain of details.”

How therefore is one situation like another, more familiar one? What would your reaction be in that situation? How does that help you understand the similar-but-different one you find yourself in now? We’re often sceptical of lived experience as a source of data, because of the focus on ‘hard’ numerical data and quantifiable metrics. But how we feel about something, how we relate to it and therefore how we interact with it, can be a far more powerful source of insight and understanding. Our ability to relate – or not – to a

situation or a person, directly impacts our response. You could argue that having a certain amount of distance can create neutrality or objectivity, but we know to our cost that the consequence is more often a reliance on unconscious bias or expressing a preference for what we already know.

As leaders then, our task must always be to try to genuinely understand the people or situations that we encounter; to find the right analogy to make that possible. Our decisions will be better and our interactions with others more positive, if we can consistently practise turning the unfamiliar into the familiar.

WE SEE PEOPLE
THROUGH
STORIES.
WITHOUT
STORIES WE
AREN'T ANYONE



BEING PREPARED
DOESN'T MEAN
HAVING THE
ANSWER TO
EVERYTHING

“The people I’ve been fortunate to work with, to laugh with, to make and do and create change with during my time as a Curver have changed me for the better, forever. My time here has reaffirmed what I value when it comes to ways of working. Storytelling and aesthetics matter. Every piece of communication, every touchpoint with Curve is beautiful, joyful and meaningful for the community of clients and collaborators we connect with. There’s texture, heart and emotion, and I want to carry this through to anything I go on to do.”

HELEN BAZUAYE

values matter

FOR THE kind of change we hope to see in the private sector, perhaps it’s time for values to have more rigorous governance attached to them, so that businesses are accountable for the ways in which they do (or don’t) activate them in everyday operations and decision-making. The reason stakeholders too often see values-creation as ‘fluff’ is because it’s an exercise that appears to be undertaken to come up with a strapline. The leadership team spends days creating carefully articulated values which are then dutifully distributed to everyone in the organisation in a glossy handbook or fancy animation.

And that’s often where they stay. Some people won’t read them at all, and some will read them and wonder why the company they work for claims to have core values of integrity, openness and always putting the customer first, when these stated values are so at odds with their everyday experience at work. There are too many examples of companies, particularly multinationals, pursuing inclusion strategies in the

Global North, but maintaining homophobic or transphobic cultures in other regions, where those same strategies just aren’t so palatable. This willingness to compromise or capitulate, rather than to think about culturally sensitive ways to enable employees everywhere to ‘show up’ as they are, is just one example of how little weight those values really carry.

Where values are well developed and woven throughout the fabric of an organisation, their impact is clear. Internally, values increase productivity, build morale and create great employee loyalty. Externally, they shape the level of trust from customers and investors leading to more sales and higher valuations. People will pay a premium for brands like VIVOBAREFOOT and Patagonia because they appreciate and trust the values of those brands. You could argue it’s better to have no stated values, than values that you don’t live and breathe. They need to translate to every part of the organisation, from pricing to behaviour to how the people in the supply chain are treated.

FAVOURITE MOMENT

“Delivering a workshop for SoDA and looking out of the window to see the Manhattan skyline in the distance. It was an incredible workshop that had flow and energy and so much joy running through it. And of course the added bonus of being in New York.”

CAROL-ANNE WARD

"Curve has taught me the power of coaching. The power of careful, thoughtful people asking the right questions can be transformative when you need to think differently or deliberately about something. It opens up new ideas and possibilities and helps me reach the answers to things I've been stuck on. I've found there's always benefit in the practice of taking time to think outside of my own brain patterns, which is hard to do alone."

MARTINE KUTH

"In 2018 we worked with the United Nations University, co-creating with them to deeply influence their ways of working as a network of institutions, and successfully breaking down entrenched hierarchy. We helped make it possible for them to have open and generative conversations to produce work that all could be proud of."

LIZZIE SHUPAK



ONE SIZE
DOESN'T
FIT ALL

putting your own needs first

RECENTLY, WE were having a conversation in the team about how to redefine success. What should we pay attention to, if it isn't growth, revenue and profit? Our answers reflected much of what we believe as individuals, and as an organisation. For us, a successful and healthy business is one that embraces and practises sustainability and makes a positive impact on the world. A business whose people feel connected, calm, cared for and nourished by their environment.

So how do you create such an environment? Starting with yourself can feel selfish. Caring for others and maintaining an outward focus is the default that so many of us learn, and in many ways that's a good thing. But maintaining that

outward focus for too long can mean you neglect what's going on for you internally, and you find yourself in a very difficult place.

To be out in the world making a difference and managing brilliant teams to do the same, you need strength, energy and focus. Your fuel tank needs to be full. By ignoring your inner needs – the things that ensure your mental and physical health – you jeopardise almost everything else. Or as Paul Jarvis puts it:

"As much as we'd like to be nice people, we owe others a lot less of our time than we believe we do."

There's a lot to be learned from those airline safety videos that tell us we must put our own masks on first, before trying to help others.

BE ALIGNED ON
THE WHY
BE CREATIVE
ABOUT THE HOW

a radically different approach to leadership

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio, he huka, he hau hū
Tihei mauri ora!

Cease the winds from the west
Cease the winds from the south
Let the breeze blow over the land
Let the breeze blow over the ocean
Let the red-tipped dawn come with a
sharpened air.
A touch of frost, a promise of a glorious day.

When you leave a Curve
workshop you feel differently
to when you arrived. You feel
connected and you feel hopeful.

LIZZIE SHUPAK

SO BEGAN Chellie Spiller, Professor of Leadership and Management at the University of Waikato in Aotearoa, New Zealand, at Curve's Spring retreat, 2023. Chellie was with us to introduce Wayfinding, the approach used for hundreds of years by Polynesian and Māori navigators to explore and traverse the Pacific ocean. It's a radically different approach to Western leadership models, and invites everyone to understand themselves and the world around them in a fundamentally different way.

At the heart of Wayfinding is the recognition that a linear, two-dimensional plan is of limited

use in uncertain and ever-changing situations. Wayfinding has particular resonance for organisations embarking on programmes of change and transformation. While having a plan gives us comfort and supports the narrative that we're in charge of our surroundings, we all know from bitter experience that this is hardly ever the case. The most thorough project plans can come apart when, for example, a team member is sick or technology under delivers.

For the Wayfinders, these "unexpected" events are expected, and respected. While a plan is part of the preparation for any long

journey, what's more important is a whole variety of other markers, and the Wayfinders' fluency in using them to make sure they're never lost. Stars, waves, wind, birds, whales, the moon, the relationships between the crew, their connection with their ancestors, their responsibility for every generation still to come, and each of the senses - all these provide the information, knowledge and wisdom they need to stay on course and reach their destinations safely. This isn't just an abstract idea; master navigators are still sailing from New Zealand to Hawaii without compasses, GPS trackers or other Western technology.

GIVE LIGHT
IT'S NOT
UNPROFESSIONAL
TO LAUGH
(MOSTLY)

the deep work of inclusion

THE WORK of inclusion shouldn't be seen as an extra, something 'other' to deal with quickly, then move on from so we can all get back to business as usual. It should be intrinsic. We know that organisations today need deeper collaboration, the ability to transform at speed, take risks and innovate. And time and again, research shows that success in these areas is more likely when you have a diverse cohort of stakeholders.

The work of DE&I is centred around us all, as people, and how we can build the kind of honest, equal, empathetic connections that allow us to hivel our minds and perspectives so that we can come up with brilliantly unexpected and effective answers to the challenges we face today. Answers that will give us a better chance of a balanced, healthy tomorrow.

DE&I is about understanding that 'me' and 'we' are inseparable. That when I am seen, we shine. When I am respected, we grow. When I am valued, we flourish. It's realising that to achieve deep-rooted behaviour change, we need to engage hearts and minds. To invest in intentional, responsive programmes that last longer and reach further. Programmes that go beyond sharing knowledge and help participants to support, share and grow together, based on principles of allyship, respect of identity and intersectionality, acknowledging the levers of privilege and power, and wanting to understand how they're felt and experienced by different communities. All underpinned by accountability that's driven by collective kindness and measured by meaningful metrics for impact, benefit and change.



FAVOURITE MOMENT

"In designing and leading the Next Generation Leadership programme for SPCSHP and Hook, I got to experiment with new approaches to leadership and how we manifest facilitator leadership in those we work with. Seeing participants dig so deep and hearing them reflect back what we worked so hard to develop and shape for them is the best feeling. It's the culmination of my journey at Curve helping leaders and organisations be better and kinder. Sharing it with my incredible co-facilitators, Rachel, Carol-Anne and Helen makes it all the sweeter."

MITCH PARKER

"I've loved working with Curve to help them get their message out into the world through newsletters, LinkedIn posts and all kinds of marketing copy. I hope that one of the biggest impacts I've made was helping them articulate who they are and what they stand for in their brand and tone of voice guide. So many companies pay lip service to their values, but it was clear that Curve was founded on what they believe in, which made putting it into words a real joy."

ANTHEA MORRISON

For us it's the small things we can do that hopefully have a ripple effect to create greater change in the world. We don't sit in boardrooms and get people to just write stuff down. We challenge and we create and we ask people to bring their whole selves to the workshop. Hopefully we also bring lots of joy, which is a nice thing to spread in the world.

CAROL-ANNE

BRINGING NATURE INTO THE ROOM - A GREAT WAY TO HELP PEOPLE REMEMBER THEY'RE HUMAN BEINGS, NOT HUMAN DOINGS

Have you tried using soundscapes in your workshops?

The Guardian recently reported on a YouGov poll commissioned by the RSPB. The poll found 91% of people agreed that seeing birds and hearing birdsong had a positive impact on mental health and wellbeing.

We're huge advocates of being outside and connecting to nature and we know that people respond to sound in powerful ways. All our workshops begin with a nature soundscape, and we love this one from the RSPB. It brings the outside in, centres everyone and puts them in a positive and receptive frame of mind. It's wonderful to watch everyone's faces relax and light up when they hear it.

Another wonderful source for nature soundscapes from around the world is Earth.fm. That said, we've learned the hard way that listening to the lemurs calling to each other in the rainforest isn't the ideal backdrop when trying to focus on working through a resourcing spreadsheet! They're perfect for injecting energy into afternoon coworking though.

IF IT'S NOT
WORKING, IT'S
TIME TO DO THINGS
DIFFERENTLY



leadership as a practice

LEADERSHIP DEVELOPMENT is often thought about in terms of line items in a budget, and something that happens in specific, organised moments. Unsurprisingly, as a leadership development organisation we're often part of those moments, and we're very grateful for that! It's worth taking the time, though, to think about what happens in between those moments; the development work that happens beyond everyday decision-making and task completion. About leadership as a constant practice. At the core of this are three specific skills that do indeed take practise, and that we encourage everyone we work with to sharpen:

"As part of my introduction to Curve, I was introduced to DISC, a personality profiling tool. My profile was "SC" or "Stabiliser", describing my working style as collaborative, consistent, perceptive, accommodating and adaptive. I was glad to find out my strengths were the skills Curve was looking for and ultimately this is what I brought to the team. A bit of stability in a passionate team of creative problem-solvers here to make a difference. I'm so thankful to have had the opportunity to support these brilliant people in their mission to empower positive change."

TORIE HOWES

Self awareness: In the airline safety videos, the message is "put your own oxygen mask on first". The same applies when it comes to your ability to positively influence others. If you're not looking after yourself, understanding what's going on for you and how it could be impacting others, it's impossible to be an effective role-model and bring people along with you. Self awareness can be as basic as taking even 10 seconds to check in with yourself and focus on what's happening in this moment. What are you feeling? Uncomfortable? Frustrated? Thirsty? All useful information. If you ignore it, it will have a negative impact on your work, so take note of it.

Self regulation: Now you're aware of what's going on for yourself, the task is to respond. Responding (as opposed to reacting) involves considered thought and intention to make a useful change. If you're feeling uncomfortable, you're more likely to be short-tempered and combative, so think about how you can address this (before you simply act). Can you stand up, move around, get a snack, take a deep breath or listen to 20 seconds of mood-shifting music? These can help you lessen the discomfort and return to a place where you can be more responsive to the people and situations around you.

Deep listening: In coaching, we call this "listening to understand", as opposed to "listening to respond". People often approach conversations wanting to contribute value, to demonstrate verbally that we have something interesting to say. But jumping in with our point of view can silence those who don't share our position of seniority. Deep listening creates space to notice the words that aren't spoken; to pick up on the body language that might contradict what's being said. Listening in this way allows us to get deeper into what's happening for the individuals and teams we influence, confident we can hold the space and respond appropriately, perhaps outside of the immediate conversation.

CHOOSE THE
RIGHT TOOL FOR
THE JOB
ALL-IN-ONES
ARE USUALLY
RUBBISH

“Curve has shown me it’s possible to do business in a radically different way. That it doesn’t have to be all about the bottom line, and people are what matter. So many of us feel we have to play a role when we’re at work and leave our emotions and needs at the door. But these are what connect us and make us human. From team members to workshop participants, Curve always sees the person first, encouraging you to bring your whole self to whatever you do. That’s something I’d like to take forward.”

ANTHEA MORRISON

“As the central coordinator of our work, I hope my greatest impact was to help everyone feel in control, with structure and process to how they work. Team wellbeing is always top of my priorities, so I’d like to think everyone felt supported and cared for.”

MARTINE KURTH



collaborating with intention

*Remember you are all people and all people are you.
Remember you are this universe and this universe is you.*

JOY HARJO, An excerpt from the poem Remember

A LITTLE over 10 years ago, Curve co-founders John Monks and Lizzie Shupak did a piece of research with UCL and The Judge Business School, exploring what good collaboration looks like. The answer was, “it depends”. Despite this apparent lack of conclusion, the most important insight was the need to understand, and then intentionally design for, the diversity of needs and expectations that people have when entering a collaborative space.

It’s critically important not to judge those needs. Rather than someone’s expectations being valid or invalid, it’s about understanding the expectations so that a solid foundation of trust can be established. This trust will enable the group to navigate and accept any subsequent tensions that arise (and there will be many).

There’s a strong parallel here with the contracting process that happens at the start of a coaching relationship. As well as a legal

contract, you have a social contract and agreement about how the relationship will work in practice. In collaborations, we take great care over operational onboardings; have people signed the right paperwork, does everyone have the correct logins? But far less thought goes into the ritual of sharing space, of establishing modes of communication, and accounting for the varied experiences and perspectives that each person, let alone organisation, is bringing to the group.

Successful collaborations, including radical ones, don’t “just happen”. If we’re trying to do new things, rethinking old habits and unhealthy patterns, then we need these intentional foundations in place to stop us slipping back into the murky world of harmful unconscious bias, or power-dynamics that undermine our good intentions. We can’t afford to leave it up to chance.

A black and white photograph of a person walking a tightrope high above a cliff face. The person is in the center of the frame, balancing on a thin wire. The cliff face is on the right side, and the sky is on the left. The overall mood is one of challenge and balance.

THE POWER OF “YET” - A SIMPLE TRICK TO REFRAME YOUR OUTLOOK

The power of “yet” - A simple trick to reframe your outlook

Embracing the power of “yet” is a brilliant way to kickstart the year with a growth mindset. When you’re faced with an obstacle, try saying “I haven’t mastered this skill yet,” or “I haven’t achieved my goal yet.” Adding this simple three-letter word reframes your challenge or limitation into a dynamic work in progress and creates a sense of hope and curiosity about the future. Say your statement out loud and notice how it feels.

This linguistic shift cultivates resilience and perseverance, inviting you to acknowledge your current position without resigning yourself to it. So, as you embark on the new year, use this powerful word to remind you that every challenge is an opportunity in the making. Instead of viewing setbacks as permanent roadblocks, see them instead as stepping stones toward personal and professional growth.

FAVOURITE MOMENT

“I’ve loved my weekly meetings with Lizzie. In a sea of clients and deadlines Lizzie’s organisation, kindness, respect and humanness reset me every week and reminded me that there are better ways of working that I carry through myself to others.”

HAZEL GRAHAM

FAVOURITE MOMENT

“One of the first workshops we facilitated was for the United Nations University. We had 30 Director Generals from all around the world taking part and we sent them off to do what we now call a brain walk. We hadn’t invented that term then. Half of them didn’t come back and we had to go and round them up, but they had such fun doing the exercise. That session was a huge learning experience for us and fed into many subsequent workshops.”

JOHN MONKS



WHO HAVEN'T YOU SPOKEN TO RECENTLY?

FAVOURITE MOMENT

“Christmas Karaoke 2022. Looking around the room in the basement of Mama Shelter hotel in London, seeing it crammed full of the most amazing Curvers and bursting with joy, feeling the honour of creating something that could produce that level of happiness and positive energy!”

LIZZIE SHUPAK

“The biggest impact Curve has had on me is the realisation of the incredible energy you can create when you have such a brilliant team. That and the never-ending learning. There’s something magical about the self-reinforcing positive spiral where we get excited to teach and to learn. We have very diverse interests and what I’ve noticed is that everybody’s always learning and sharing in a really collaborative way.”

JOHN MONKS

the drama triangle

Understanding your negative reactions and moving yourself into a better state

THE DRAMA TRIANGLE is a psychological concept conceived by Stephen Karpman in the 1960s. It illustrates the dysfunctional interaction patterns within a team by describing three roles we all sometimes fall into. By role-playing these in our workshops and coaching sessions, we help people understand their own tendencies and how to step into more empowered and positive roles.

The Victim feels powerless and helpless. They perceive themselves as a victim of circumstances (the traffic, their bank statement, the task they’ve just been asked to do), and they look for sympathy and help from others.

The Persecutor criticises, blames, or imposes their negative judgments on others (you should have been more prepared, they keep dumping work on me, the policy is making my life difficult).

The Rescuer feels compelled to save or fix others (let me do that for you). By stepping in to help even when it’s unwanted, they undermine others, create a sense of dependency, and can come to resent those they’re ‘helping’.

You can liberate yourself from this cycle using The Empowerment Dynamic, introduced by David Emerald. These powerful transitions let you escape the drama and create strong, collaborative relationships instead:

The Victim turns into the Creator, taking proactive ownership of the situation and finding solutions.

The Persecutor becomes the Challenger, providing constructive feedback to others, inspiring and challenging them.

The Rescuer evolves into the Coach, guiding others without imposing their solutions.

there is no “I” in change

ASA business we are dedicated to helping our clients design and realise the change they want and need to see in the teams and organisations they lead.

The journey to realising that change is never easy. Every organisation has its own set of challenges, nuances, context and complex human relationships and the person leading the journey has a particular burden to bear. They have to ensure the right course is set, protect their team from external forces that might threaten to divert them and ensure everyone within the team believes in the need to start the journey and is motivated by the destination, with the knowledge that the destination is most likely just a first stop.

The temptation is for leaders to confront these challenges by believing that the solution can and should lie solely with them. The “hero” leader will concentrate on fist thumping moments of oratory to rouse the troops and head off towards the horizon, often at the detriment to team cohesion and a shared vision. At the other end of the leadership spectrum, the “leader as servant” will literally take the burden of the journey as theirs alone and create an equally unempowered team, who feel untrusted by their “parent”

The hardest part of leading a team through change is for the leader to accept that to successfully complete the journey, they must facilitate their team to design and realise change

together. The “I” becomes we.

The “where are we going?” question is obviously hugely important and we spend a lot of time facilitating offsites for leadership teams, to collaborate and co-create a collective answer. The next question – “How are we going to get there?” – is partly about roadmaps and project plans, but crucially also about changing behaviours and outlooks. If the place you want to get to is a different place you are starting from, then different things need to happen, things need to change.

Getting senior, confident people to do things differently in organisations that have conditioned them to think in a certain way is hard, but a team coaching approach is transformative.

IT'S NOT SELFISH
TO LOOK AFTER
YOURSELF

“Working with United Edge to equip their community of social justice activists with peer coaching skills feels like a particularly profound project. Coaching can unlock so much possibility, so to have helped these activists – who do such critical work already – adopt another tool for their own impact feels powerful. I’m very grateful to have worked with Rachel on this project.” MITCH PARKER

LIBRARY OF CONGRESS/UNSPLOSH



FAVOURITE MOMENT

“Running the Next Gen Leaders workshops for Salterbaxter gave me the chance to go on a journey with the participants with time to connect, dig deep and let the knowledge really take root. It was lovely to work with this group of people at different stages of their leadership journey, and I got to watch them connect with the process of workshop learning and each other. They came together as a community of leaders and all of their feedback said that the programme made them a better group of leaders.”

HELEN BAZUAYE

MY USER MANUAL - A METHOD FOR SELF-REFLECTION AND SUPPORTING OTHER PEOPLE

This month's tool is a way to approach Ways of Working – your own and in the context of a group. We refer to it as “A User Manual for You”.

Step 1 Draw yourself a 2 x 2 matrix with the labels

Things I love doing

Things I'm good at

Things I dislike doing

Help me with...

Step 2 Respond to each statement with a list of activities.

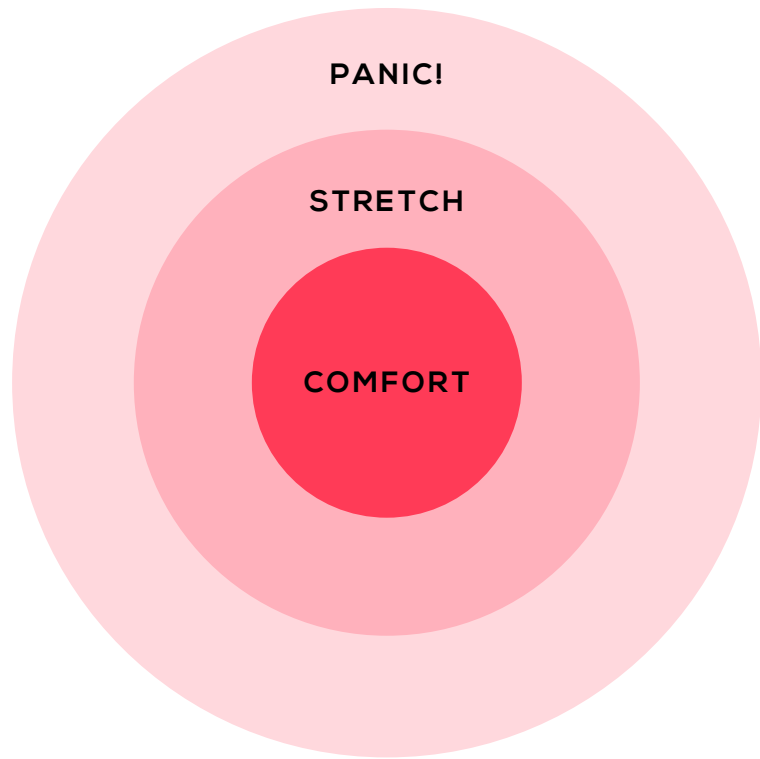
Take note of where things fall in multiple boxes – quite often there are things we're good at, that we don't enjoy. And these are things to be mindful of, to avoid becoming demotivated or burnt out.

Step 3 Write down responses to each statement for each member of the team, effectively filling in a matrix on their behalf. This is a really interesting way of giving people feedback and building self-awareness.

Step 3 Share your matrices with each other and reflect on what you wrote about yourself, in contrast with what others wrote about you. Where possible, define a couple of immediate actions that will help you integrate this insight and make your day-to-day work more joyful!

One of my favourite moments is a workshop we ran for a startup. They took the whole company away, there were 250 people. Rachel and I were facilitating the whole group in a journaling exercise. It went really well, there was lots of deep reflection and at the end of it, someone came up to me and said 'that genuinely changed my life.'

JOHN MONKS



three concentric circles

A great technique to help you prepare for the week ahead

DRAW YOURSELF three concentric circles. Like this:

Plot everything you have going on this week on the circles. Most should be in your Comfort zone, but not everything or you might find yourself feeling restless by the end of the week. Aim for a few opportunities for growth and development from the Stretch zone, but not so many you end up exhausted. If there's more than one thing in the Panic zone, our brilliant facilitator Rachel, recommends using the Three Ds (four if you're feeling pedantic!):

Dump

Just don't do it. It's amazing how many things we feel we must do that don't actually add any value.

Delegate

Enlist the help of someone else, who would ideally plot the task in their Comfort zone.

Do Differently

This is the Curve sweet spot, where you reframe the situation and look for a different approach. Reward yourself for completing the task with coffee with a friend. Change the time parameters, switch to a phone call instead of another Zoom, switch from Word to your notebook. Rethink your location or ask for different resources. Doing things differently means letting go of fixed beliefs, which, while hard, can be a massive relief. Try asking someone else how they'd approach the task - often they'll have a totally different method you can try.

LONG CHUNGUNSPASH



“Curve has shown me that I am enough. That I can contribute my vision, energy and ability to join dots between people and ideas in new ways, and this can create enough trust and stability for a whole community of people to organise and grow together. Curve has moved from an idea, to a business, to a network of friends and thinking, which I will carry with me always.”
LIZZIE SHUPAK



Curve facilitators bring people on a journey that gives them something they can take away and apply to other aspects of their lives.

TORIE HOWES

journaling

7 ways it can help your self-development

THERE'S AN old saying that “practice makes perfect.” studies show that reflecting on what you’ve learned is more effective than practice when it comes to cementing new skills, abilities and mindsets. Pick up the biography of any well-known leader and you’ll see evidence of self-reflective techniques like coaching, meditation and fostering a community of mentors.

Perhaps the most powerful of these is journaling. This infinitely flexible tool allows you to step outside your mind and see things from a different perspective. It’s a great way to escape the thought-

loops, negative self-talk and other common traps of the mind we can all fall prey to. A regular journaling practice boosts your memory and improves your ability to prioritise effectively. Here are seven ways you can use your journal for self-development:

1. Personal growth: Writing in a journal allows you to reflect on your thoughts, feelings, and experiences and provides a space for self-awareness and understanding.

2. Goal setting and tracking: By writing down your aspirations and

progress, you can stay focused and motivated to work towards self-improvement.

3. Emotional processing: Expressing your emotions on paper can be cathartic, helping you express your worries, cope with stress and difficult emotions, and give you insights into your emotional patterns.

4. Problem solving: Visual thinkers often doodle or mindmap in their journals to help them analyse challenges, brainstorm solutions and evaluate the outcomes of decisions.

ASHLYN CIARA/UNSPLASH

5. Gratitude and positivity: Keeping a gratitude journal fosters a positive mindset by focusing on the things you appreciate in life. Positivity is a key element of self-development.

6. Learning from mistakes: Recording your mistakes and setbacks in a non-judgmental way can help you learn from them and avoid repeating them in the future.

7. Creativity and innovation: Journaling is a great way to explore new ideas, set creative goals, and experiment with different concepts.

“I’ve been lucky enough to have a **BIG** impact in terms of size of delivery. One of my first workshops with Curve was as part of the team that delivered to over 500 people, across the globe, for HSBC. I’ve also created impact that aligns with the values I cherish – fairness, kindness, and breaking down doors that remain closed to marginalised groups. Our social impact programme, We Are Here, builds confidence and life skills for young people who’ve experienced life in the care system. Running it was challenging but I loved it. And I’m working on ways to keep the connection with the participants.”

HELEN BAZUAYE

CHANGE
REQUIRES YOU
TO CHANGE
WHAT WILL YOU
DO DIFFERENTLY
TOMORROW?

FAVOURITE MOMENT

"My favourite moment has to be sharing the stage with John Monks at the offsite team retreat we ran for Zoe. We facilitated 260 people on the beach in Portugal, and sent them out to do workshop exercises walking along the coast. It was amazing!"

RACHEL DAVIES

"Curve aspired to be a truly inclusive, equitable, and regenerative business and that commitment was felt throughout the organisation. As a team, Curve worked to realise these values in every way possible. Being part of a values-based organisation that truly believes in people and their ability to create meaningful change in the world has been a powerful experience. I'm so thankful to have learned from the kind, conscientious, and extraordinarily capable people of Curve."

TORIE HOWES

"The biggest impact Curve has had on me is the realisation that I am enough, just as I am."

CAROL-ANNE WARD

THE SCALES COACHING TOOL - A TOOL FOR SELF-AWARENESS AND SELF-REGULATION

This is a powerful and versatile tool you can use in a single session with coaching clients (or as a self-assessment exercise) to facilitate conversations, track progress and promote self-awareness.

Choose one critical aspect you're working on, such as confidence or motivation. Rate the current level on a scale of 1 (lowest) to 10 (highest). Explore the rating a little more by asking your client (or yourself if you're doing this for you), 'what's contributing to your confidence level being at 6 right now? Set a single, achievable goal for the coaching session based on the current rating. If your client's confidence is at 6, help them plan to reach 7 or 8 during the session. At the end of the session, revisit the scale to see if the rating has changed and why. Encourage your client to incorporate this self-assessment practice into their daily life.



WE ARE ENOUGH

TURNING INFORMATION INTO ACTION - A SIMPLE WAY TO AVOID GETTING STUCK

Our tool this month is "What, So What, Now What?" We love to use it as a way to reflect on new information and get to practical next steps quickly and easily.

Step 1 - What: When you're hearing something new, begin by identifying the most important information. What's important to remember? What is most unusual or perhaps surprising?

Step 2 - So What: Now you've identified the content that matters, ask yourself "Why does it matter?" What's the implication of it? What does it mean for you, your team or your organisation?

Step 3 - Now What: The final step is to identify what happens next. You now understand why this information is important, so what must you do in response? This step needs you to take responsibility for being present to the information you've been given and not simply file it away or allow it to wash over you.

Give it a try during your next meeting, and let us know how you get on!

FAVOURITE MOMENT

"My favourite moment at Curve was finishing the final copyedit of 'Closer Apart: How To Design and Facilitate Brilliant Workshops Online'. Collaborating with Lizzie, John and Hazel to translate Curve's ideas and expertise into a finished book was a challenging and hugely rewarding project. I'd never edited a whole book before, and I'm very proud of the end result."

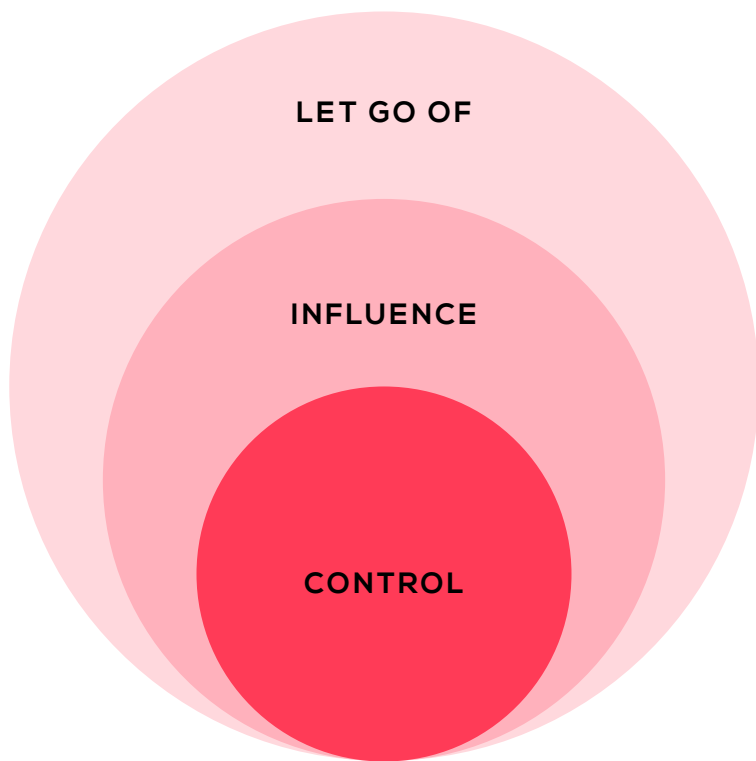
ANTHEA MORRISON

"The whole is greater than the sum total of our parts."

~ Aristotle

"Just being part of Curve is the impact itself. We are greater than the sum total of our parts and being part of the team is the magic that creates the biggest impact."

CAROL-ANNE WARD



circles of control

Focusing on what matters and letting go of what doesn't

POPULARISED BY Stephen Covey in his best-selling book, *The 7 Habits of Highly Effective People*, this concept is a useful tool when you're feeling overwhelmed or that you have little control over your life.

The outer circle holds the concerns we have no control over, like how much we're being asked to do at work, what

other people say about us, and how they interpret our actions.

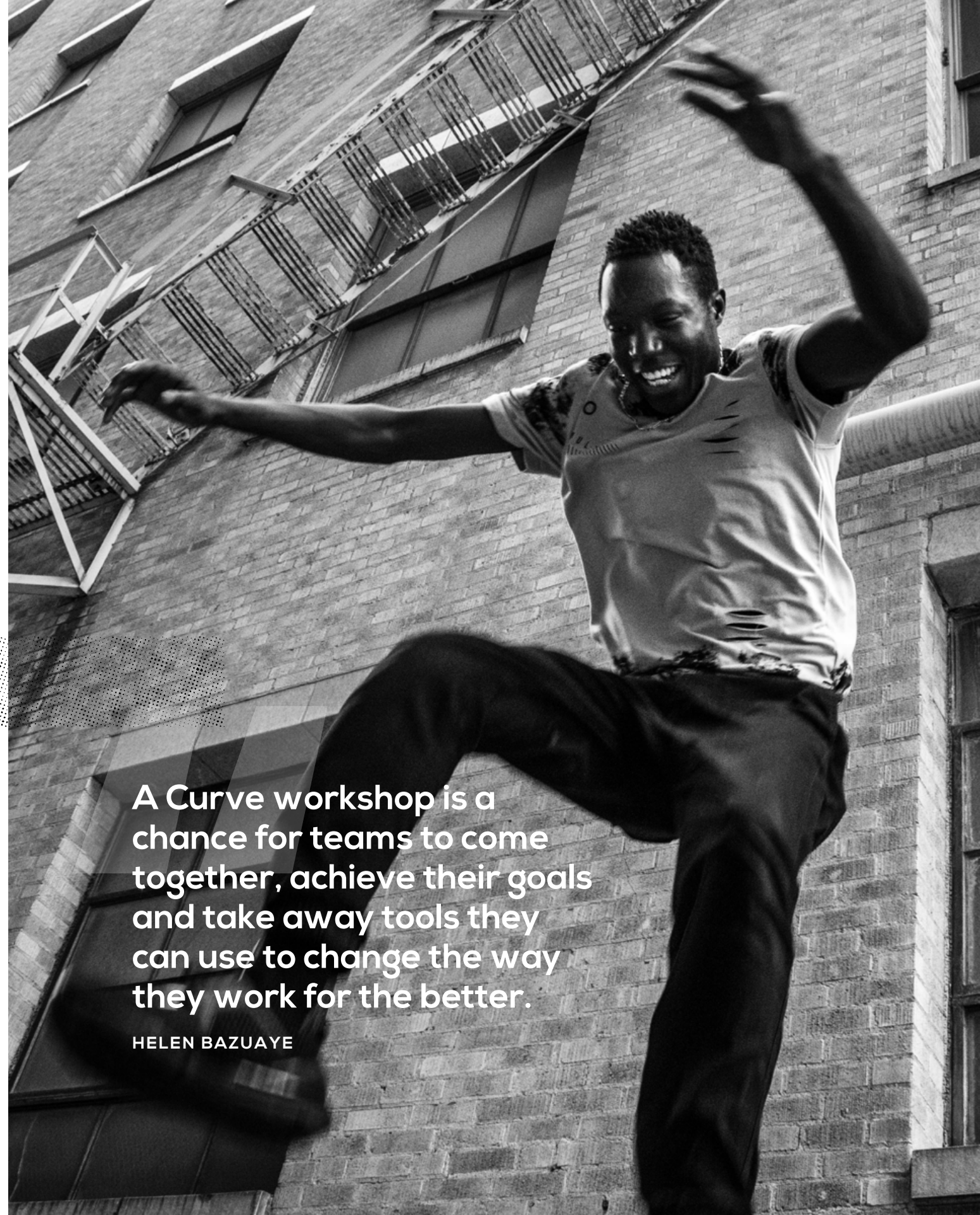
The middle circle describes actions we can take to influence our concerns - like choosing what news to listen to, how we talk about ourselves, and when to say No.

The inner circle narrows down to what we can directly control - the way we respond to

external situations and people.

The takeaway is that by focusing our energy and attention on the two inner circles, we can move from feeling stressed and powerless to a more proactive space, where we can make a positive difference and let go of concerns we can do nothing about.

ALEKZAN POWELL/UNSPLASH



A Curve workshop is a chance for teams to come together, achieve their goals and take away tools they can use to change the way they work for the better.

HELEN BAZUAYE



SOMATIC PRACTICES FOR NERVOUS SYSTEM REGULATION

Take a couple of minutes to try these three somatic practices that bridge the gap between the left and right sides of the brain. They can lower stress and anxiety, sharpen your focus and help you feel more grounded in the moment.

1. Alternate nostril breathing

Sit in a comfortable position with your left hand on your left knee. Exhale, then close your right nostril with your right thumb and inhale through your left nostril. Close your left nostril and exhale through your right nostril. Close your right nostril and inhale through your left nostril. Continue the cycle for up to five minutes.

2. Tense and release

From a sitting or standing position, close your eyes and take a deep breath in. Tense all your muscles, then exhale and let all the tension go. Repeat a few times.

3. Take a sound-bath

Sound baths are a form of meditation using the healing properties of sound and vibration. They're often run as a guided group session using gongs or percussion instruments, but you can create your own at home using tracks from a sound bath playlist. Grab some pillows, a few drops of essential oils, an eye mask, or just relax and take a few deep breaths. Immerse yourself in the sound and let it take you on a journey. Try inhaling what you wish for, and exhaling to let go.

"I hope I've helped Curve be visually cohesive, bold, beautiful and thought provoking whilst remaining clear, easy to understand and elevating their beautiful words, thoughts and ideas so they shine."

HAZEL GRAHAM



client testimonials



“With the tools, canvases and templates Curve introduced us to, it gets easier to start thinking differently.”
DAVID NEWSON, AXA

“Coaching has made me think about how I approach every aspect of my work and how I might be able to do it differently and better – simple as that. Thank you all.”
KATE GARNHAM, ACCENTURE

“The simplicity of the information and the way it was presented – with energy and openness – allowed people to feel comfortable to ask questions and explore topics.”
LAURA BEACH, HEAD OF PEOPLE, STONEHAVEN

“A lovely balance of classic frameworks and novel techniques. The bodywork and mindfulness exercises were great and really helped break up the day. The walk-and-talk was remarkable.”
MIKE DOBELL, SODA BOARD

“Curve believes that people and companies have the answers and solutions within them, and what Curve does well through its facilitation is to help people to tap into them.”
SHANNA WENDT, COCA-COLA EUROPACIFIC PARTNERS

Clockwise from top left: Helen facilitating; The first Workshop Workshop at LBi; First Partner Shot; Happy London Philharmonic; Curve offsite in Whitstable; Lizzie goes here; John and Rachel keeping up the energy in Lockdown 2020; Getting the HSBC private bankers to paint; John, Bonnie, Rachel; Socials post 2024





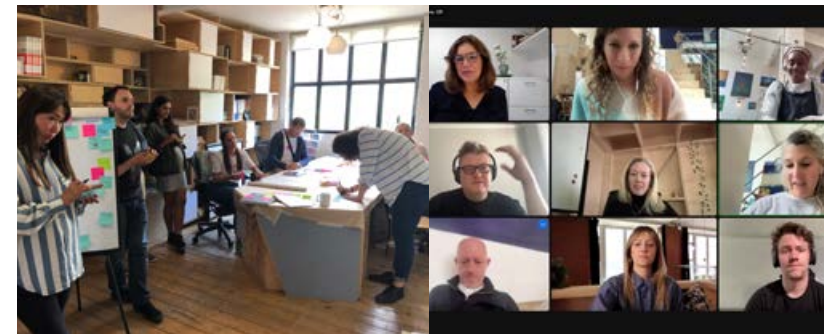
“Curve are a fantastic bunch of organisational change consultants that bring tremendous energy and new perspectives in helping you work through difficult cultural and development problems and arrive at interesting solutions. They’re a lot of fun to work with!”
SAM MEALY, CHIEF OF STAFF, E3G

“The Curve team is not only passionate about what they do, but they do it extremely well. I am so grateful for the time spent on this training - as one who has been involved in a lot of these, this was, by far, the best!”
KIM CORRIGAN, SENIOR CLIENT PARTNER, SALTERBAXTER

“You come in and you see these people that you admire, that you’re going to be working alongside, and you think ‘oh they’re infallible’ or ‘they have it all figured out’. Coaching really levels the playing field. I felt much more comfortable coming in as a new team member and speaking out about things I think we should address.”
TEAM COACHING PARTICIPANT,

“I had a wonderful experience receiving individual coaching from Carol-Anne and the Curve team! After our sessions, I always felt a sense of momentum and I’m excited to keep working on myself! I’m looking forward to applying my learnings to my team as well. Thank you!”
ALICE SUN, ACCENTURE

“Curve’s team coaching helped us to bond much quicker than we would have done if left to our own devices. I left feeling more confident in what we can achieve together and more comfortable being part of it. Coaching has made me think about how I approach every aspect of my work and how I might be able to do it differently and better.”
KATE GARNHAM, ACCENTURE



Clockwise from top left: Rare shot of Lawrence facilitating; Bonnie and the Rector; Happy DAZN participants; First company offsite; CCEP Berlin; We Are Here 2019 Zine day; Wayfinding with Chellie; VIVOBAREFOOT workshops; First unofficial Curve workshop_ Workshop Workshop in Cambridge (with Georgie in tow); It all began with a picture of a coffee and an actual coffee; Accenture workshop in progress



"Curve's alchemy of expertise and empathy is really special. The Curve team skilfully created a new chapter for the agency's leadership that has set us up for future growth both as people and as a business."
CHRIS MCCAFFERTY, GROUP CEO, MSL UK

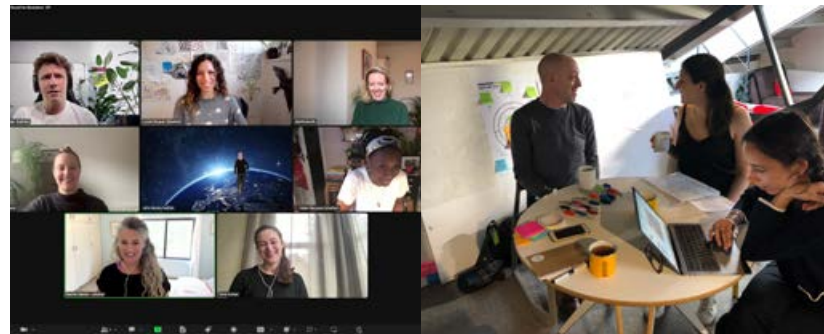
"Curve brought together a disparate group of people from across 13 different UNU institutes, and for the first time since the UNU was created, helped us create a single point of view about our role in the world and within the wider UN ecosystem."
HOWARD HUDSON, HEAD OF COMMUNICATIONS, UNU

"Curve understands what responsible leadership looks like in the 21st century and beyond. They give you tools and techniques that can be used again and again to fix organisational structure and bring people together to problem solve and co-create."
JENNY VARLEY, CEO, FLINKWORKS AND FORMER GLOBAL HEAD OF COMMUNICATIONS, HSBC

"Lizzie was fantastic and highly recommended if you want a thoughtful and intelligent speaker who can really connect with your audience. We loved having her with us!"
TOM BECK, EXECUTIVE DIRECTOR, SODA

"The hairs on the back of my head are standing up. It's so exciting to see our vision so clearly and know what we can do to get there."
MIKE STEIN, CEO, ADDED HEALTH

Clockwise from top left: We Are Here!; Cooking and connecting workshop; Smallest workshop participant; Curve friends; First workshop with Lawrence UNU; Women of Curve 2018; Line Management outing; Other Line Management Outing; Happy A New Direction board; Staff Meeting at Made by Many; Someone's on the moon





what one word

ONE OF our favourite ways to close a workshop is to ask people to describe the experience using just one word. What better way to sign off than with a selection of these words our wonderful participants have given us over the years?

With love, from everyone at Curve.

passionate / inspired / team / together
insightful / togetherness / optimism
teamwork / connection / recognition / brilliant
new / reflective / future / happy / informative
optimistic / engaging / informed / collaborate
fun journey / great / energised / excellent
energy-conscious / try new things
enthusiastic / ambitious / decisive / ready



W
A
S
C

**THANK YOU FOR BEING A PART OF THIS BUSINESS
THAT WE'VE CALLED HOME FOR ALL THESE YEARS.**

YOU, WE, ARE ENOUGH.

