

An introduction to our work



agl.

Authenticity.
Growth.
Leadership.

‘Only connect.’

E.M. FORSTER

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Our mission

What makes a successful leader? Why do we listen to some people but not others?

It's all about making a human connection...

Every day, in life and in business, there are potential moments of connection where change can really happen.

Our mission is to give people the words, skills and confidence they need to make the most of these moments.

We help them turn up as their most authentic selves – speaking in a way that feels right, not just polished.

Because we feel at our best and perform at our best when we speak as ourselves, not from behind a mask.

And that's how to bring people with you and get things done.

Authenticity. Growth. Leadership.



Who we are and what we do

We are coaches, consultants and writers.

We believe in the power of art + science. You can see this in the diversity of our team, with backgrounds in academia, journalism, television, finance, psychology, the law, management consultancy, writing, marketing and the performing arts.

We combine our professional training with an evidence-based methodology and a deep curiosity about human beings - what makes us tick and why we make the choices we do in our daily lives.

We help our clients communicate at their best –with confidence, clarity and authenticity. This means they can speak, be heard and be trusted - with individuals and with groups, from a page, from a stage, or through a camera lens.

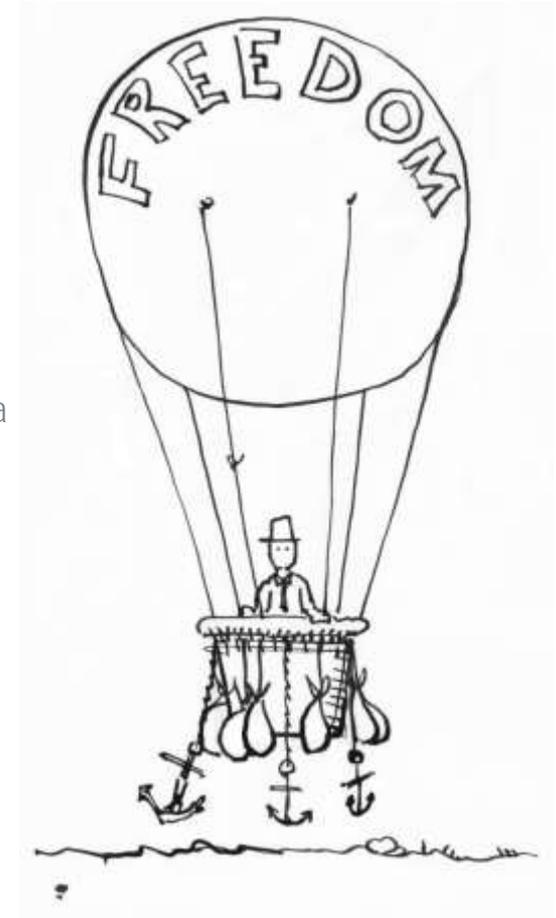
We do this by giving them the skills, techniques, words and confidence they need to tell their story, motivate their people, and connect with partners, investors and the media.

Our work is particularly valuable at times of change because change creates noise and uncertainty; we help leaders cut through this noise.

How we add value

If any of the following apply, we can add value to your business:

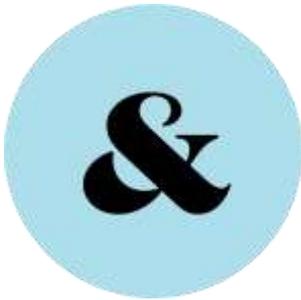
- You have exceptional talent but they are let down by their communication skills and/or their confidence
- You have a strategy that people don't understand and can't articulate
- You have (or are) a leader taking on a new role, needing help bring a vision to life
- You have teams of great people who tell the business story in an inconsistent way, including to the media
- You are going through a major change which you need to communicate to your people and to the media
- You want to build trust and engagement within and outside of the business



Our services

All of our work has an emphasis on authentic communication and leadership. It is founded on a common-sense blend of art and science, and delivered by one or more of our highly experienced and empathetic coaches or writers.

COACHING



We coach individuals, small groups, large groups and new or established teams, helping them communicate to get things done and bring people with them.

WRITING



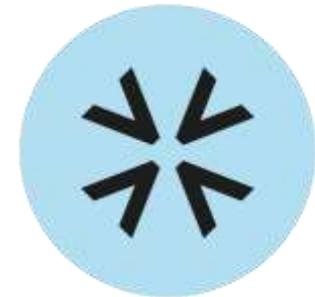
We write speeches, brand and team narratives, mission statements, manifestos and a range of internal copy to help clients communicate with confidence and clarity.

INSIGHT



We offer strategic communications advice, conduct diagnostic research and run qualitative perception audits to generate meaningful insight for leaders and their teams.

SPECIAL ADVISORY

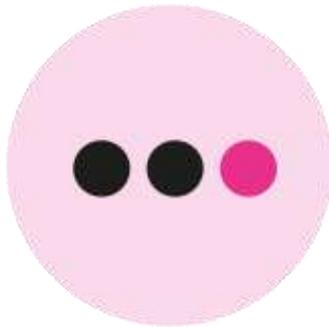


Our Special Advisory team offers writing, thinking, coaching and networking in a way that's tailored to your needs via three distinct membership offerings.

Our specialist fields

We combine our services to meet our client's needs and surpass their expectations in the following specialist areas where we believe we have developed a clear point of view and specific level of significant capability.

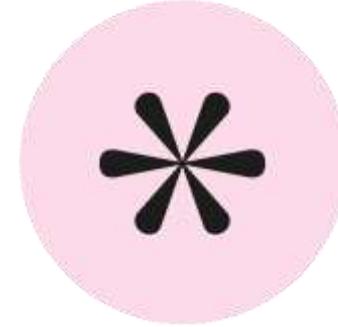
LEADERSHIP



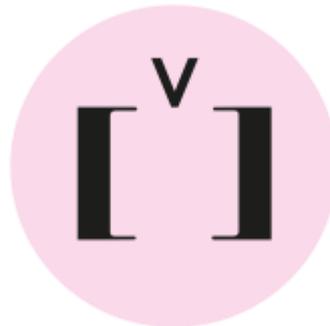
CHANGE



FUTURE LEADERS



TALKING
TO THE MEDIA



INVESTOR
COMMUNICATIONS

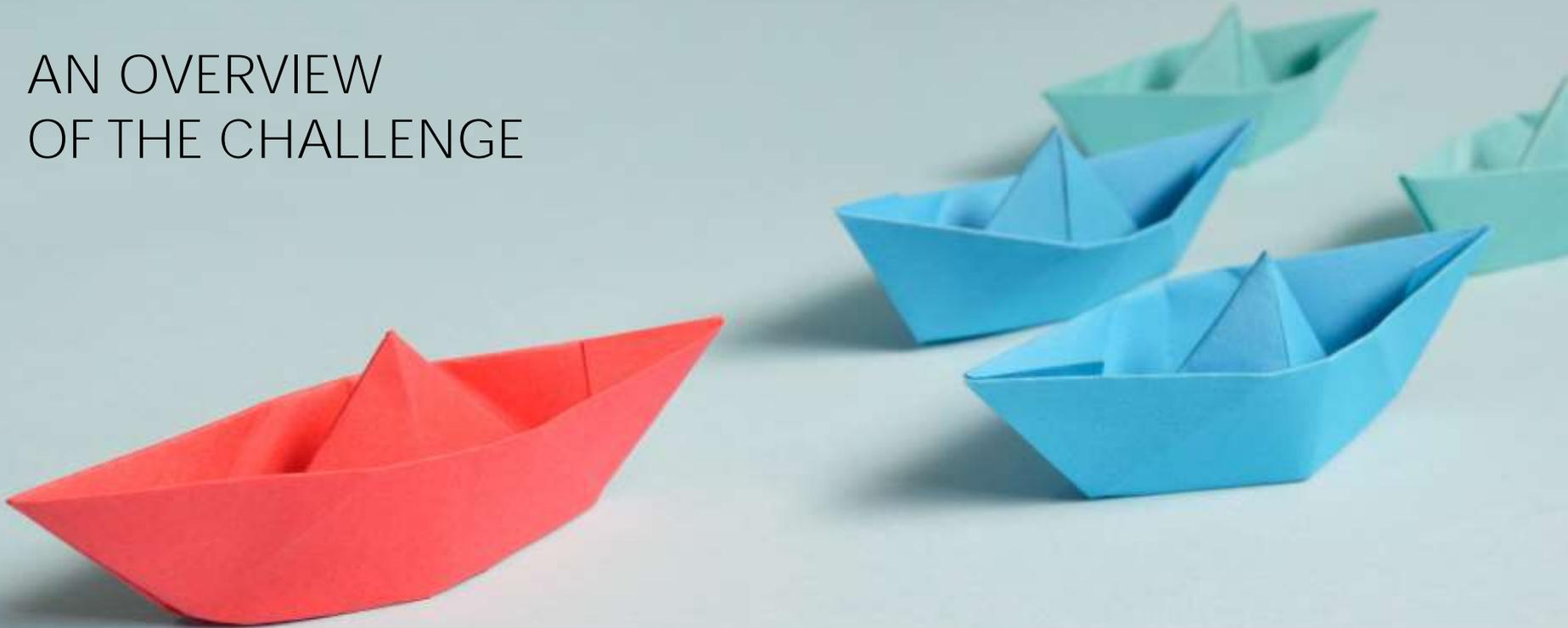


Some recent examples of our work

	1:1 coaching with partners and directors
	1:1 coaching with the leadership team
	1:1 coaching with board and senior management team
	Media coaching for 30 senior leaders
	Confident communication workshops c.1500 young people
	1:1 coaching with top 10 leaders
	1:1 coaching with leaders and prior to major launch event

On leadership

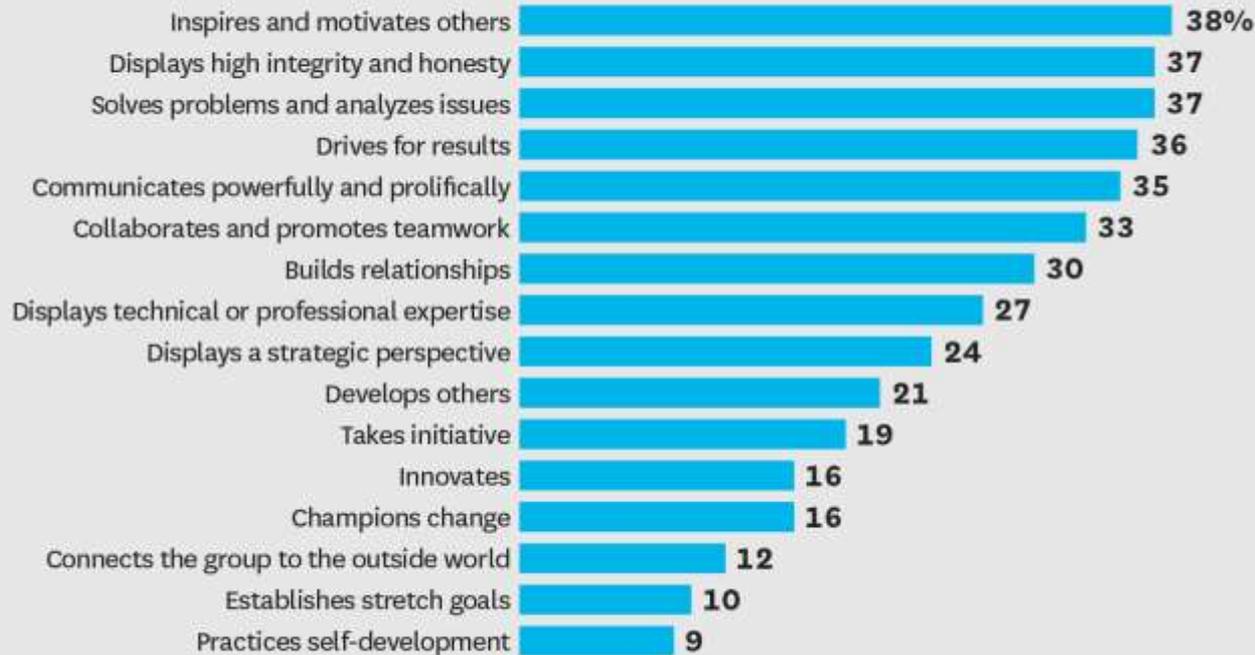
AN OVERVIEW
OF THE CHALLENGE



Leadership skills

What Leadership Skills Do You Need Most?

These competencies were voted the most important for all management positions.



SOURCE: ZENGER/FOLKMAN
FROM: "THE SKILLS EVERY LEADER NEEDS," BY JACK ZENGER AND JOSEPH FOLKMAN, JULY 2014

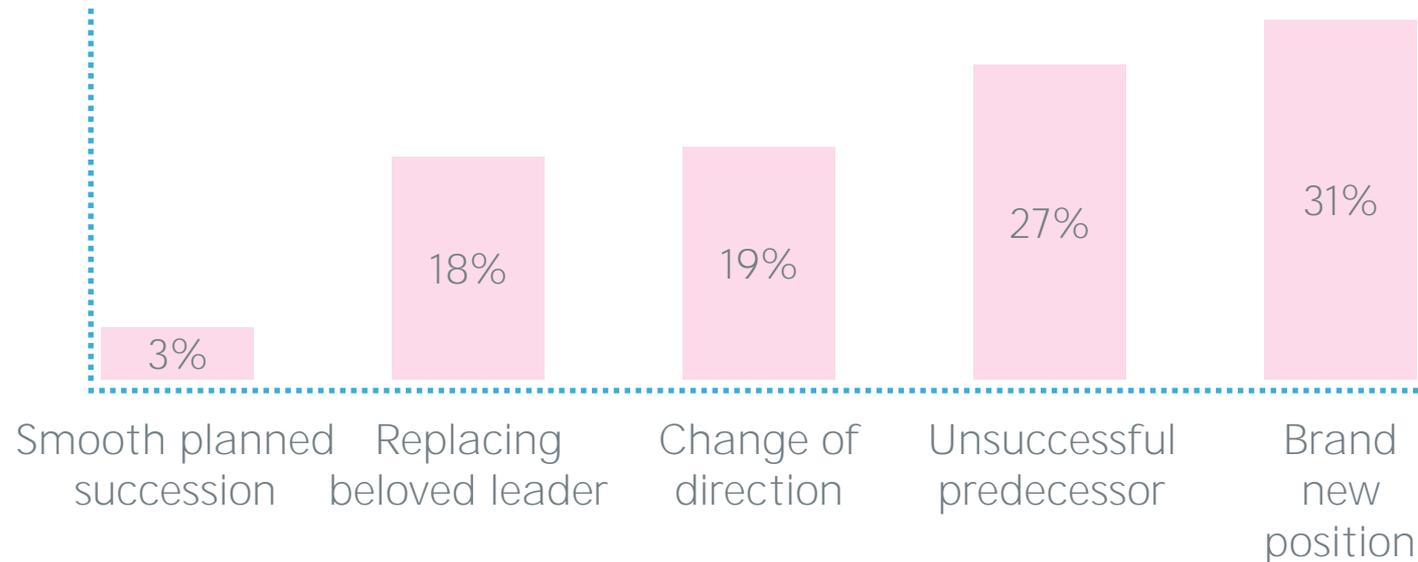
© HBR.ORG

Nearly 350,000 respondents at various organisational levels selected the top four competencies out of a list of 16 provided.

Our ability to inspire others and to communicate powerfully is repeatedly seen as being a core leadership attribute. Indeed, many of the competencies on the left depend on communication.

Leadership transitions are hard

Fewer than 3% of transitioning leaders can expect to inherit role clarity and an easy time. The vast majority **need to communicate change, build new networks, redefine priorities and shape expectations.**



Source: CLC Learning and Development research (2012)

The challenging environment

- Boundaries shifting in a complex web of stakeholders - people connections matter more than ever
- Need to provide others with sense of security and direction
- Need for alignment across leaders: multiple levers to be pulled simultaneously
- Need for agility: constantly sensing and responding to shifts
- Need to express high-level intent: can't see round corners

VOLATILITY	UNCERTAINTY
The nature, speed, volume, magnitude and dynamics of change	The lack of predictability of issues and events
COMPLEXITY	AMBIGUITY
The confounding of issues and the chaos that surround any organization	The haziness of reality and the mixed meanings of conditions

Coaching

AN OVERVIEW
OF OUR WORK



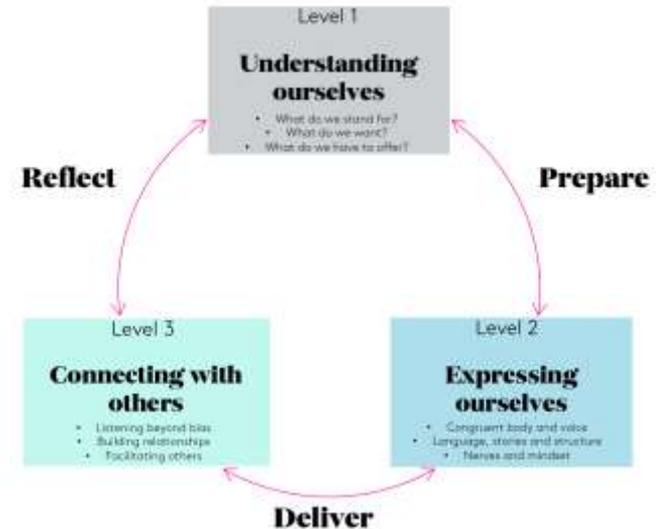
Individual coaching: overview

Individual coaching is at the core of our work at AGL. Our approach is practical, based both on art and science.

Sessions are tailored around an individual's goals and the upcoming challenges in their diary. We help them uncover answers for themselves, while sharing advice, insight, and knowledge of a range of communication tools and techniques. We also help them to create content. This equips people with the words, skills and self-awareness they need to communicate at their best.

The most productive relationships are sustained over months, though we also achieve significant shifts in fewer sessions and in workshops. After an initial contracting call or meeting, we start coaching engagements with two sessions, no more than a month apart, that lay the foundation for future work. More details of these sessions can be found on the next page.

Across the duration of a programme, a client's primary coach may also draw on a team of subject experts, including people with specific media, writing or performance skills.



The AGL Authenticity Model that underpins our coaching process (see appendix)

Individual coaching: the first two sessions

Our first two sessions provide a foundation for confident, compelling communication, which we build on over longer engagements.

Session 1: Authentic foundation

- We explore confidence areas and map out communication goals
- We build self-awareness using camera and playback, exploring what it is like to be on the receiving end of your communication
- We work on non-verbal elements to help you bring content to life and engage with audiences
- We develop your personal narrative so you can anchor personal communication in a clear, consistent and authentic set of messages that also support the business narrative
- We plan the next session and write a comprehensive report capturing key themes, feedback and advice.

Session 2: Content & delivery

- We focus more directly on the creation and delivery of real communication content, including how to fine-tune key messages so they land with specific audiences
- We practise confident, authentic delivery – experimenting and refining through feedback
- We look at bringing content to life with language, metaphor and storytelling
- We revisit goals and plan future sessions based around a proposed programme of options as well as key diary moments
- We look at how to make the messages developed work as hard as possible

Possible individual session topics

After the first two sessions, together we create a tailored programme of activities, possibly drawing on the following:

- Gravitas and personal presence
- Building influence over time with a particular audience
- Using advocacy and persuasion to get people on board and bring about action
- Using stories and metaphors to get attention, build appetite, and inspire people
- Taking questions and challenges from the floor
- Asking great questions and listening (without bias)
- Building individual relationships that are resilient and mutually beneficial
- Creating a broad personal network - developing the skills and making a communications plan
- Facilitating conversations so they are open and productive
- Challenging others in a constructive and future-focused way
- Dealing with high emotions: communicating when we or others are upset or angry
- Gaining confidence with key competitive messages
- Handling the media in TV and newspaper interviews
- Talking to camera (e.g. for videocasts)
- Perception audits: AGL gather and analyse feedback on how you are perceived

Leadership coaching programmes

6+ MONTH PROGRAMME

- 6 face to face sessions (2 hour), scheduled according to need and convenience
- Summary report created after first session capturing key insights, goals, models and techniques, additional recommended resources
- 1 x tripartite meeting
- 360 perception audit (interviews with 5-10 stakeholders)
- Lead coach available for contact between sessions
- Access to wider team for specialist input if needed (e.g. media, investors, body and voice)

12+ MONTH PROGRAMME

As per the 6 month programme, with the following distinctions:

- 12 sessions (2 hour), at least ten face to face
- Summary report updated at key intervals
- 2 x tripartite meetings
- 2 x 360 perception audits to measure progress over time

Small group communication coaching

Working in small groups of 5, in half or full-day sessions, can be an energising way to enables us to tap into the insights and experiences held by peers.

This approach is particularly useful when there are specific messages that need to be cascaded consistently across teams, and when we need to roll out the coaching at a greater pace (or lower cost) than can be achieved through 1:1 coaching sessions.

During the session, we look at the principles of compelling and authentic spoken communication. We use camera work to develop self-awareness, and share tools to help people evolve their personal narratives and prepare critical messages for specific audiences.

We build on this by working on the creation and delivery of content, often based on real upcoming communication challenges. Together with plenty of practice and feedback, we introduce key skills such as storytelling and techniques to help with vocal and physical delivery.

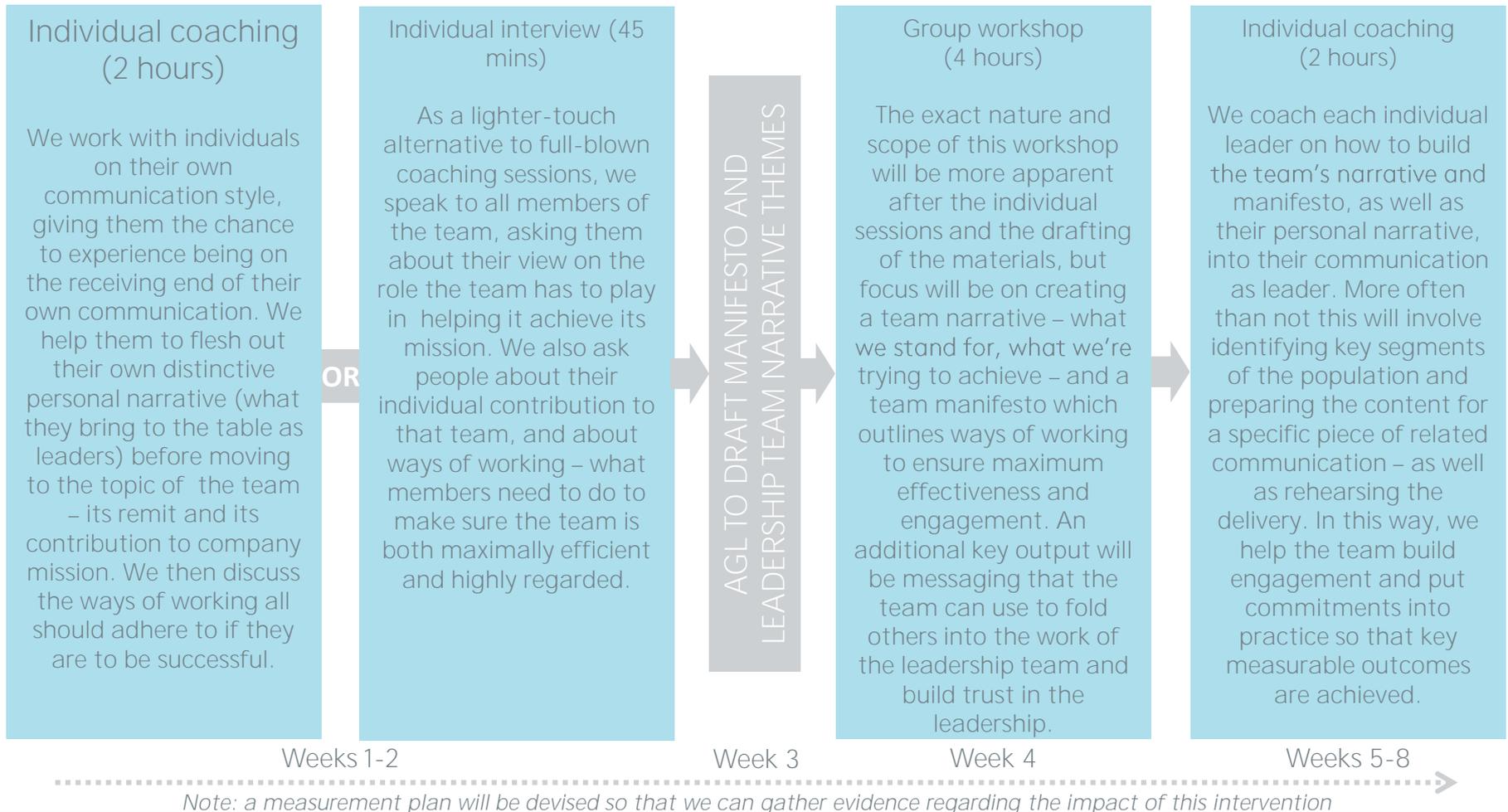
Team coaching

Often we work with new and transitioning teams – helping them come together behind a shared sense of purpose. Examples of this work include:

- Helping the CHRO of a global FMCG articulate her vision and unite a new HR leadership team behind it
- Helping the headmaster of a major Public School share his vision for a school of the future and define the role of a new leadership team
- Helping a senior leadership team within a global bank explain its remit to the wider organisation and move towards a culture of greater communication and collaboration

After scoping out the project, we spend time with the leader, helping them articulate their vision. We then engage with the wider team in a process such as the one on the following pages.

Engaging a team



Sample manifesto worksheet

Theme	The commitments we make	What will help or hinder?		Manifesto in action: stories and examples	Measures of success: how we will know it's working
 Theme 1	1. 2. 3.	Blockers	Enablers		
 Theme 2	4. 5. 6.	Blockers	Enablers		
 Theme 3	7. 8. 9.	Blockers	Enablers		

Coaching summary costs

	1:1 coaching	Small group coaching	Leadership coaching programmes
Activity	<ul style="list-style-type: none"> Optional 'chemistry' conversation with suggested coach or coaches to confirm 'fit' Pre-session prompts 2.5 hour sessions, with camera work, at AGL or client office Tailored and detailed report after session 1 setting down goals, personal narrative points and a summary of strengths and development areas Recommended minimum of three sessions to get maximum value 	<ul style="list-style-type: none"> Half day session with one coach at your premises or at the AGL office Each individual has a pre-call with the coach in order to tailor the session based around individual needs Pre-session prompts Includes camera work Great for sharing peer insights and for achieving some degree of alignment on messages and styles of delivery 	<ul style="list-style-type: none"> See page 17 6+ months: £10,000 + VAT 12+ months: £20,000 + VAT
Cost	<ul style="list-style-type: none"> £1500 + VAT per session 	<ul style="list-style-type: none"> £2,500 + VAT 	

Excludes travel expenses outside London

What people say about us

CLIENT
TESTIMONIALS



Leading change in high street bank

“Everyone I’ve spoken to agrees that your sessions are probably the best personal development workshops we’ve ever been on - and for me that includes the courses I did during my MBA. It’s quite amazing to see how far everyone has come on in just the two sessions.” – Senior Manager

What we did

The bank developed a programme to recruit experienced MBA professionals from other industries in order to build the range of leadership skills in the organisation. Above all, they needed to motivate others to put customers at the heart of their work.

We developed and delivered a programme of coaching workshops designed to increase these leaders’ ability to inspire others to follow them, especially during times of change.

Results

The senior managers who attend this programme reported the following:



A strategy engagement at a global law firm

“AGL provided great insight and idea generation, and challenged us. They provided very effective delivery support. They made it an enjoyable experience and clearly had the firm’s best interests at heart.” – Global Marketing Director

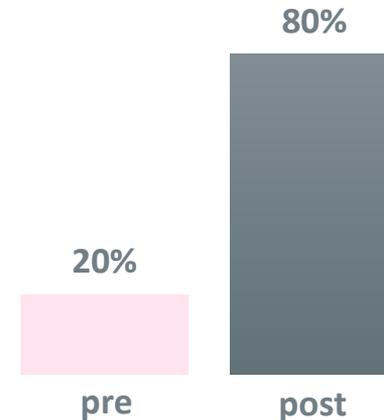
What we did

We designed the strategy communications plan from the ground up, re-crafted the content to make it more accessible to employees worldwide, and secured alignment from the senior partner and his steering committee.

We then led the development of a number of pieces of key collateral, from a printed strategy guide and film to a dedicated microsite to support the roll-out of the strategy.

Results

In the space of a year, partner understanding of and engagement with the firm’s strategy improved significantly:



Raising profile with external stakeholders

AGL worked with the Vaccines Executive Team and global communications team to develop the company's first vaccines narrative.

A full toolkit was developed, including brochure, aide memoire, film, narrative framework, etc. which was launched across the business in early 2014.

AGL has subsequently worked with the team on extending the narrative following the announcement of the merger of GSK's Vaccines business with that of Novartis.

AGL has also developed narratives for GSK's Global Manufacturing & Supply business, for GSK Consumer Healthcare, and for the GSK Enterprise at large.



I can't thank you enough for the incredibly strong work you've done and the excellence you bring to the table.

Global head of communications, GSK vaccines

Global leadership at British Airways

"AGL blends a great combination of being both challenging and inspiring. Sessions are effective, efficient and a great use of time...all in all I'm feeling better equipped. I'm a big AGL fan." - Board member

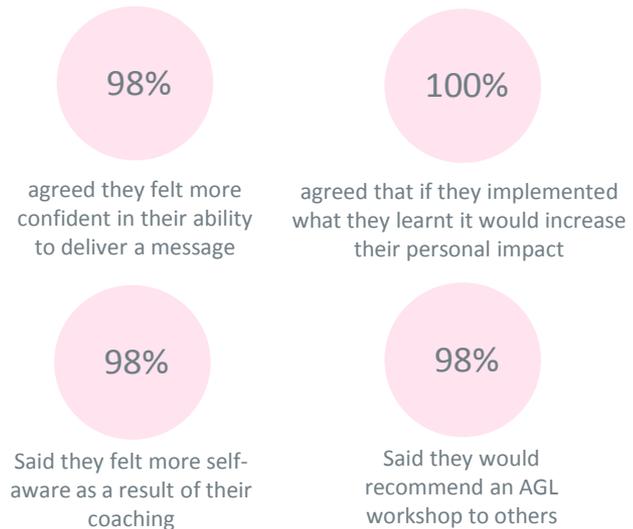
What we did

With our help, the leadership team developed a compelling narrative to communicate the business plan across the operation.

Two programmes were then designed and rolled out to 250 senior leaders and managers to enable them to authentically and engagingly bring the plan to life for their people.

Results

The programmes had a significant impact on the leaders who attended:



What underpins our work

SOME KEY
MODELS



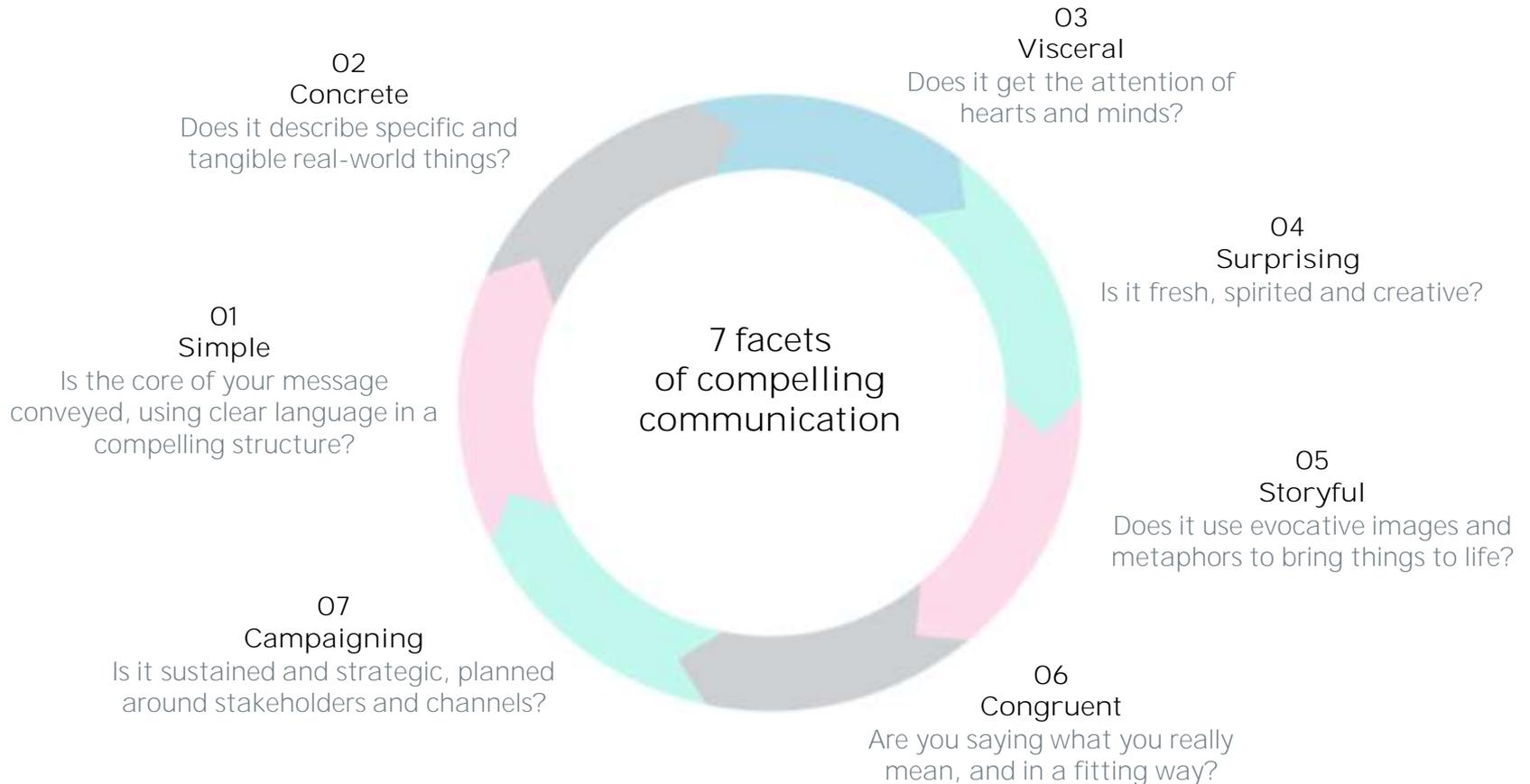
AGL authenticity model

The three levels in our authenticity model form a virtuous cycle where each element enhances, and is enhanced by, the others. This leads to communication that is congruent, anchored in a strong sense of self, and that enables us to really connect with others.



Drawn from Wood et al (2008). The authentic personality- A theoretical and empirical conceptualization and the development of the Authenticity Scale. Journal Of Counseling Psychology, 55(3), 385-399

What does good look like?



What makes people engage with and trust others?

Energy

The extent to which we are present, committed, dynamic and energising to others.

Credibility

The commitment, skills, knowledge and resources we have to do what we say we will do.

Investment

How much we invest in building relationships based on mutual understanding and cultural fit.



Goals

Levels of mutual purpose and a sense that our objectives are not in competition with the other person's.

Personality

The amount that someone gets a sense of your unique and individual personality and character.

Values

The degree of alignment between people in terms of what they care about and how they behave.

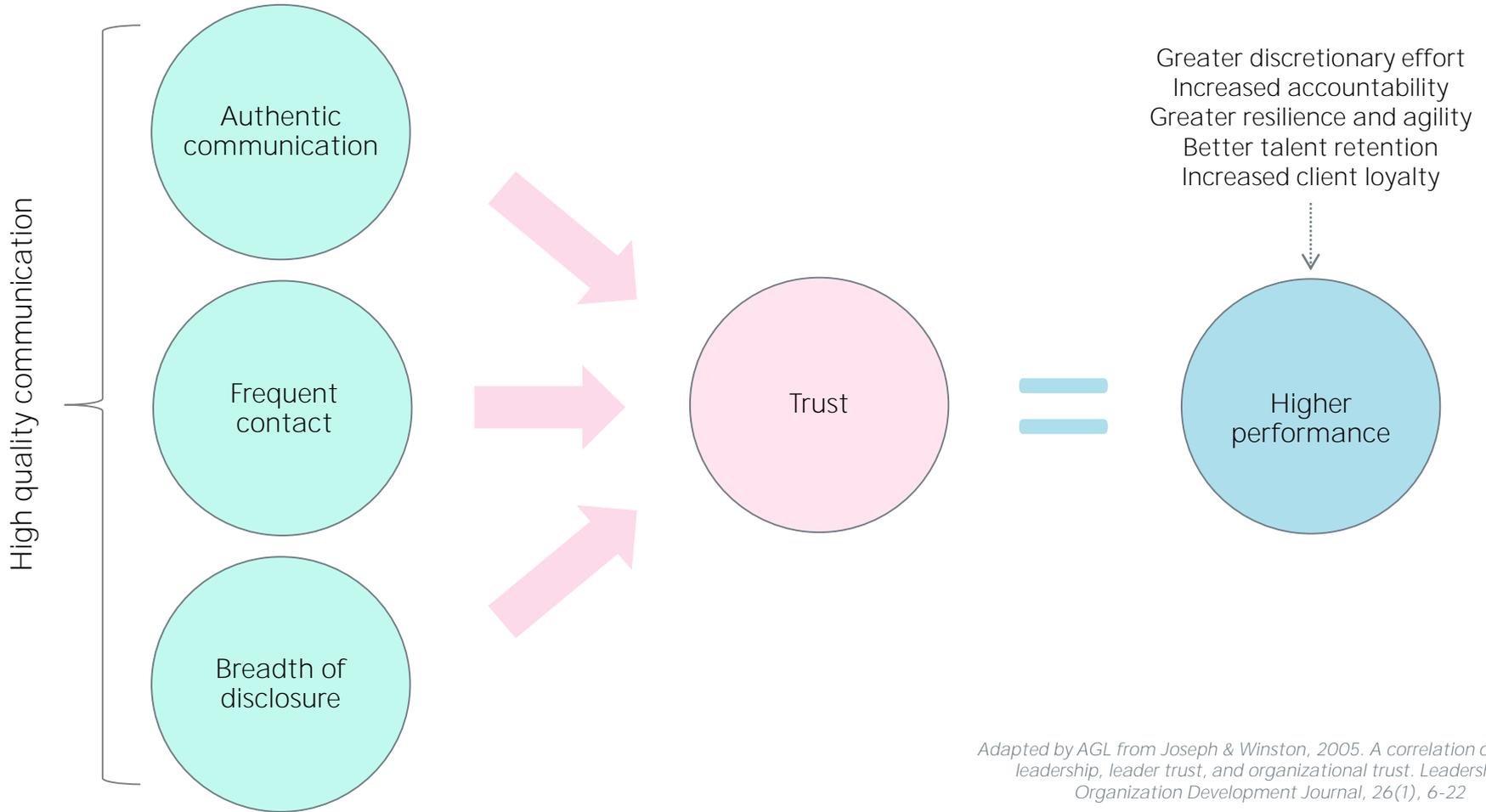
Based on the work of psychologists Angela Rusbult, J.M. Burns, David Maister and others

Ownership

For behaviour change programmes to be successful, there needs to be ownership among the population; our work is designed to support this using this evidence-based model

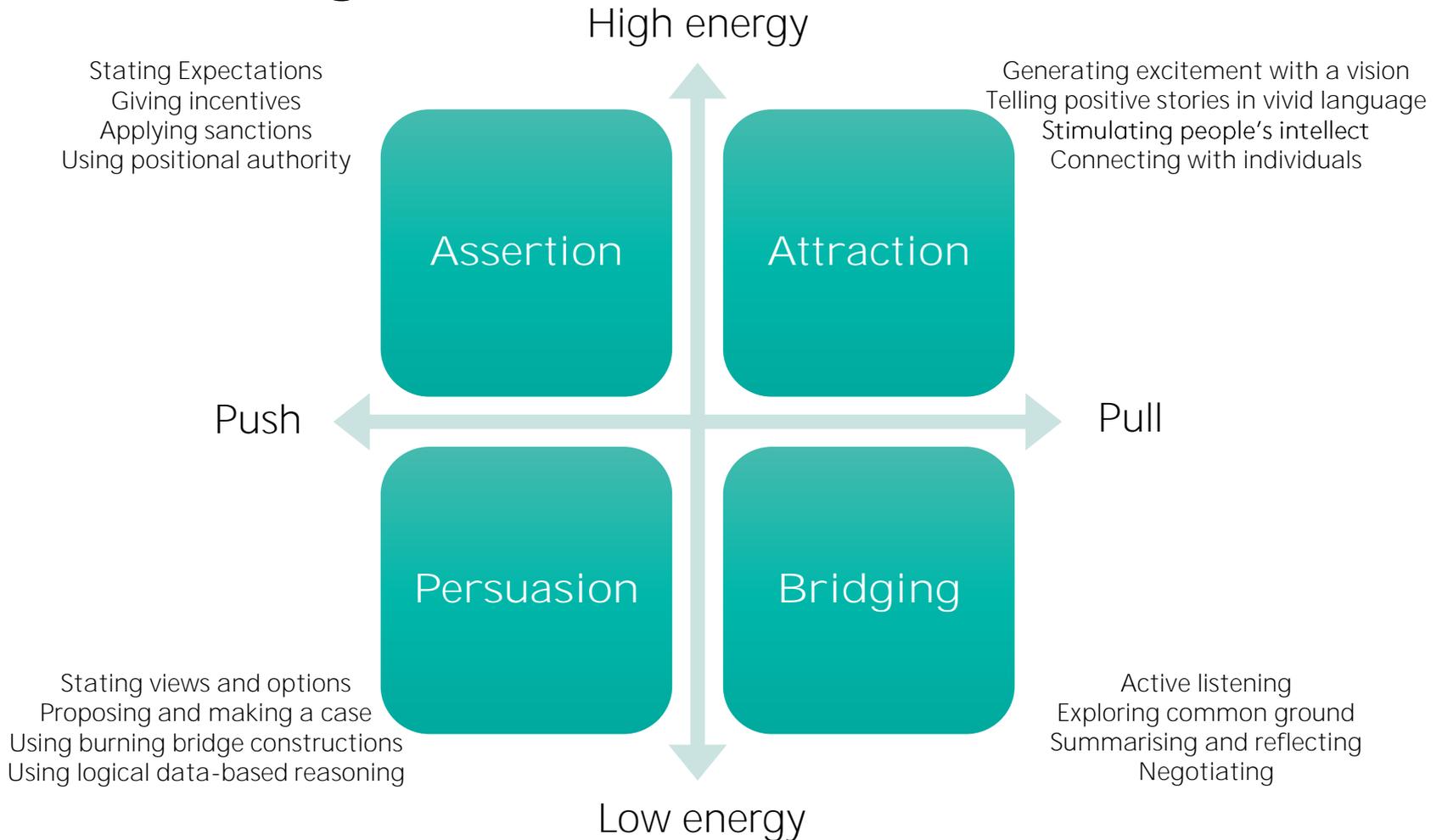


Communication and performance



Adapted by AGL from Joseph & Winston, 2005. A correlation of servant leadership, leader trust, and organizational trust. Leadership & Organization Development Journal, 26(1), 6-22

Influencing model



The team

AN INTRODUCTION
TO OUR COACHES



DANIEL LEATHERDALE



Dan is the Chief Executive of AGL, and he heads up our leadership offer. He has always worked in the field of human behaviour. For the last decade, this has been as a business psychologist, communication coach and learning consultant. Before joining AGL, Dan was a director at Mind Gym, working with leaders to achieve measurable impact across global populations.

Prior to this, Dan worked as a consultant, designing and delivering programmes all over the world. He has a masters degree in Organisational Behaviour, and is certified by the British Psychological Society. Dan holds degrees from London and Oxford Universities.

CHRISTIANNE DAVIES



Christianne has worked in communications for 13 years and co-founded AGL in 2010, where she now leads the organisation in its thinking around change.

She works with leaders and their teams, across sectors and around the world. What binds all of her work is a focus on finding the human moment that transforms data transmission into something that makes a connection, that changes minds and behaviour, and that works.

She is a graduate of Edinburgh and Rome universities.

JENN MCDONALD



Jenn brings skills in facilitation, coaching and programme design to her role at AGL and works across a range of client projects.

After graduating with degrees from the Universities of Cambridge and Chicago, Jenn joined Christie's to assist clients with their auction needs. With this grounding in the business, she moved to Christie's Learning & Development team, where she spent four years designing and facilitating learning programmes for staff, managers and leaders. She recently completed a Masters dissertation at the University of London about the role of narrative in the professional development of Art Specialists. Jenn is a Chartered Member of the Institute of Personnel & Development.

PIPPA BATEMAN



Pippa's academic roots in Psychology and Performance led her into the world of communication coaching. Having gained Masters degrees in both, and qualifying as a Voice Coach, Pippa spent five years on the professional stage performing in plays and musicals in London and abroad. Combining these interests, she then moved to Mind Gym, a Corporate Training Consultancy specialising in behaviour change. She joined AGL in 2012, where she designs and delivers communication skills training programmes and coaching courses to corporate clients as diverse as Lloyds Banking Group, KPMG, Bank of America Merrill Lynch and Vodafone, as well as working with numerous private clients – many of whom are household names in their fields.

THOMAS STUTTAFORD



Tom has a double first in English from Oxford University and qualifications in Law from the City University, London and International Public Administration from l'École Nationale d'Administration, Paris. Before becoming a communications consultant, he was for five years at the Bank of England and for ten years at the French bank, Paribas, working in both London and Paris.

Tom has extensive experience of narrative development; speechwriting: political, educational, cultural and personal speeches in addition to business ones; and both one-to-one and group coaching. His corporate narrative development experience includes GSK and British Airways.

BELLA BLISSETT



Educated at London School of Fashion (BA Fashion Journalism) and Oxford (History), Bella is a lifestyle journalist, brand consultant and speech writer. She has written for a wide variety of titles including the FT's How To Spend It, The Times, The Evening Standard, The Mail on Sunday, The Future Laboratory, Elle, Men's Health and Tatler, as well as ghost written a number of books.

Within AGL, she is now a Director of Special Advisory. Supporting senior global leaders – often women – she helps them evolve their individual leadership style and profile via keynote speeches, board presentations, TED talks and written social media content within the context of today's rapidly-changing business landscape.

CLARE REYNOLDS



Clare has ten years' experience as a TV News journalist, working as a reporter and programme editor for the BBC and ITN. She covered stories ranging from the Olympics and the financial crisis, to the Royal wedding and the death of Nelson Mandela. She also has experience in consulting, having worked as a full-time Associate at Ketchum Change (now Daggerwing) on a range of change management, organisational transformation and employee engagement projects.

Clare has an MA from Oxford and a Masters in Occupational Psychology from London University. She now combines her training as a Psychologist and expertise in human behaviour, with her proven skills as a communicator. She helps people shape their message and deliver it with impact and authenticity. Clare is also certified by the British Psychological Society.

JOANNA MOLLO



Joanna is a senior coach at AGL. She is passionate about helping people communicate at their best, especially in high pressure situations. She was a television news reporter for ITN in London and CNBC Europe in Dubai. There she successfully founded and the market research firm YouGov.

She is a co-founder of a start-up urban farming business in Asia. She has worked as a communications coach with clients from a wide selection of companies, including Santander, Siemens, Greater London Authority, Stonehage Fleming, Aberdeen Asset Management and a selection of individuals in leadership positions.

SIMON BROOKE



Simon has 25 years' experience in communications training and development. Simon has over 17 years' media coaching experience, having started his career in financial and corporate public relations at Broad Street Associates, before joining the in-house PR department at W H Smith, where he specialised in investor relations plus issues and crisis management.

The author of two novels and a book on management techniques, Simon writes speeches, corporate brochures and promotional materials for a variety of organisations and helps executives write and deliver effective reports and presentations. He is also a freelance journalist and editor working for most of the national newspapers, as well as various specialist publications.

BARBARA DRYHURST



Barbara took her degree in Psychology at the University of Sheffield and went straight into acting, forming a new writing theatre company with Director Stephen Daldry to develop playwrights and tour new works. She continues to act in theatre, film and radio.

She has worked freelance in organisations across many sectors using roleplay scenarios to develop skillful communication. She qualified as an Integral Coach to support people in crystallising their purpose and to find ease of body and voice. She brings learning from years spent with meditation teachers, which she has used to assist leaders facing difficulty. Barbara is an Associate of the international story company Narativ.Inc and from this brings skills for crafting spoken story.

JANE EDEN



Jane trained as an actor at the Guildhall School of Music and Drama and Yale University, before moving into business at a senior level within a global media organisation. As well as a communications coach, she is also a television screenwriter. She uses the combination of her business experience, as well as acting and writing skills, to help people be their best authentic self, get the best out of their communications, and build rewarding relationships with others. She does this by helping individuals understand which of their communication strategies work for them and where they need to evolve new ones. Jane is certified as a Clean Language Coach and NLP Coach, and licensed to deliver the Strength Deployment Inventory.

RICHARD TEVERSON



Richard has been a professional actor for nearly 20 years and has had a parallel career in business as a role player, facilitator and coach for the last 13. He read History at Durham. He is passionate about communication and has helped people be more effective at all organisational levels ranging from team members to CEO. He has worked globally for clients that have included magic and silver circle law firms, three of the big four consultancies and businesses in sectors ranging from pharmaceutical to banking.

As an actor Richard works in film, television, theatre and voice over with roles ranging from an Earl in the West End to David Laws helping to create the coalition government of 2010 on the small screen.

PHILIP WOODFORD



Philip has always believed that we are more than we think we are, especially if we're prepared to get out of our own way and allow our authentic voice to connect with others. That philosophy has taken him from the advertising world into life as a barrister advocate before performing as a professional actor in numerous shows including a season at the 2017 Edinburgh Festival with his own show "The Hero who Overslept".

His continuing fascination with the human experience has found a perfect fit at AGL where the shared desire to help people show up more completely is accomplished so well. He has been coaching clients at all levels for over 20 years and has developed an intuitive style, combined with a clear methodology to provide the most reassuring space for individual development .

JESS HAMMETT



Jess is a voice coach with particular interests in communication training and dialect work who has worked in theatre and speech for the past decade. With experience at institutions including Italia Conti, Northampton University, East 15 Acting School and The Tower Theatre Company.

Jess holds a BA in English Language and Literature from Oxford University and later completed her Masters in Voice from the internationally renowned Royal Central School of Speech and Drama, where she has also lectured. Combining her work as a practitioner with academia, her research interests include the interaction between speaker, audience and environment, which she brings to her work with AGL clients. An active participant in her professional community, Jessica is a member of the Voice and Speech Trainers Association and the British Voice Association.

PAUL HESSEY



Paul has worked for several years as a communication coach, facilitator and roleplayer across a wide range of sectors. He had a successful career in Investment Management for Allianz Dresdner as a Director in the Quantitative Investment Management Team and continues to work as a consultant in the Financial Services Sector. Paul also worked for Kleinwort Benson Investment Management as an analyst.

As a business consultant Paul enjoys working on a variety of projects including working with startups to investigate and recommend strategies for obtaining public funding for business development; specialist consultancy in investment banking and financial services. Paul holds a BSc Economics from the University of Bristol.

KATE VAN DER BORGH



Kate read Music at the University of Cambridge. Her experience in communications is very broad: she started her career in public relations and internal communications, before working as a writer both in agencies and in house. Kate has now worked with all kinds of clients, though for a long time she specialised in financial services. As well as writing everything from web copy to white papers, she runs workshops that help people explore the principles of great writing.

Kate believes that words can bring people closer to us or push them away - so they're crucial to building relationships, both at home and at work. She also believes that clarifying language helps us to clarify our ideas. So, by stripping away the padding and the jargon, businesses can more clearly see the issues that matter - and can make better decisions that improve their bottom line.

MILLY ELLIS



Milly Ellis has been working with actors and texts for 20 years, working alongside the greats including Sir John Gielgud, Michael Gambon and Helen Mirren. Since 2004 Milly has been working full time with people and their voices, working both in the theatrical and commercial worlds in the UK, Europe and India. In the theatrical world Milly works with performers preparing for roles, recently working with actors on Joe Wright's 'The Soloist', starring Robert Downey Junior, The Young Vic, The Royal Ballet, Akram Khan and Company and The National Theatre.

Milly helps businesses to achieve success and individuals career fulfilment by becoming more effective communicators. Milly has worked one to one with CEO's and VP's, in groups of 3-5 with managers and team leaders and in larger groups with front line customer facing staff such as call centre operatives.

ANDREW KEITH WALKER



Andrew writes about cutting edge technology, and its effects on society and the economy. With over 20 years experience in digital technology, he also advises companies on digital strategy, data analysis and product development. He has talked about the effects of digital transformation on financial institutions and public services at conferences around the world.

After graduating with an MA in politics from Edinburgh University, and a PG Dip in multimedia, Andrew started out as a games developer in 1996. In 2000, Andrew founded successful digital creative agency Thin Martian, followed by the UK's first Twitter-based politics newsfeed company Tweetminster. He was also an early stage investor and MD of social media data analysis company Semetric (now part of iTunes) and co-founder of data privacy company Optanon (now part of One Trust).

Dan Leatherdale

dl@aglcomms.com

t: +44 (0)20 3701 6011

m: +44 (0)7961 123655

AGL., 1st Floor Holborn Hall, 193-197 High Holborn, London WC1V 7BD

t: +44 (0)20 3701 6000

www.aglcomms.com

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