

A GUIDE TO lumin

Culture Insights into Action

Powered by research. Designed for simplicity. Culture made actionable to drive sustainable business performance



Lumin is a pioneering **culture and performance diagnostic solution**; illuminating the **opportunities** to **strengthen alignment** between your **brand**, your **people** and your **customer**; **uniting** your organisation to **drive sustainable business growth collectively**.

What is Lumin?

Lumin is a diagnostic approach that enables you to make culture an actionable asset, to drive higher performance.

A simple, modular approach means you can choose to do all 3 steps or just Step 1, as each step provides valuable outputs.

An expert dragonfish Culture & Performance Consultant will project manage your Lumin experience; working with you to support and guide you throughout .

The Process ●

Step 1: EVALUATE

A thorough assessment of your current culture, grounded in your organisational context and environment.

Step 2: ENHANCE

A detailed exploration of the opportunity areas; determining priorities and potential solutions.

Step 3: ENABLE

An action plan to mobilise, empower, measure and lead impactful initiatives to drive the desired culture change.

Powered by research ●

Our research has looked differently at the critical factors that link culture to performance.

Our ground-breaking research with over **6,000 organisations** across 27+ sectors (working with Universities and industry Regulators) underpins everything we do.



Who we work with

SAVOY

P2i

ODEON



TOYOTA



POPULAR

St John
Ambulance



Ordnance
Survey



PRUDENTIAL

O₂



CUNARD®

THE CROWN
ESTATE

Specsavers®

THALES

Cloudreach

Southern
Water



Driven by experience ●

We are a diverse team, bringing together **expertise** from the fields of Strategy, Organisational Effectiveness, Customer, Communications, Change Management, Brand, Employee Experience and Behavioural Science.

We work with market-leading organisations that care about transforming well to **unlock sustainable performance**.

We help organisations who care about culture to better **measure, shape, embed and sustain their culture**.

Created for actionable insights into your culture •

Lumin helps you create and own, actionable insights to move the dial and build the culture that will drive your business performance.





Lumin provides the full picture •

Lumin allows you to uncover potential culture blind spots across your **brand, customer** and **people** alignment.

They all drive how people behave, the decisions they make and ultimately the experience you deliver and the results you achieve.

Only by understanding these culture drivers, and resultant opportunities, can you achieve a high performing culture and better business outcomes.

Designed to solve •

Unite your C-suite.

Empower your people.

Delight your customers.

Your business culture can be seen in the experiences your people and customers have every day.

It is more than 'how things get done around here' and it is more than a simple set of behaviours.

No matter your role, culture can be an enabler or a hindrance to achieving business outcomes.

lumin
Culture Insights into Action

Culture Diagnostic Results

Powered by
dragonfish

Key Drivers

- Quality of product
- Supportive teams
although could still be better interdepartmentally
- aligned to dept
- Belief in our vision
- Opportunity to develop

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Culture Insights into Action

Is your focus....

Enacting a new strategy for growth?

Retaining and attracting the best talent?

Supporting your people to embrace transformation?

Developing a brand identity that truly reflects the DNA of your organisation?

Developing behaviours to support a new strategy?

Aligning your C-Suite?

Realising post merger synergies?

Culture is the key •

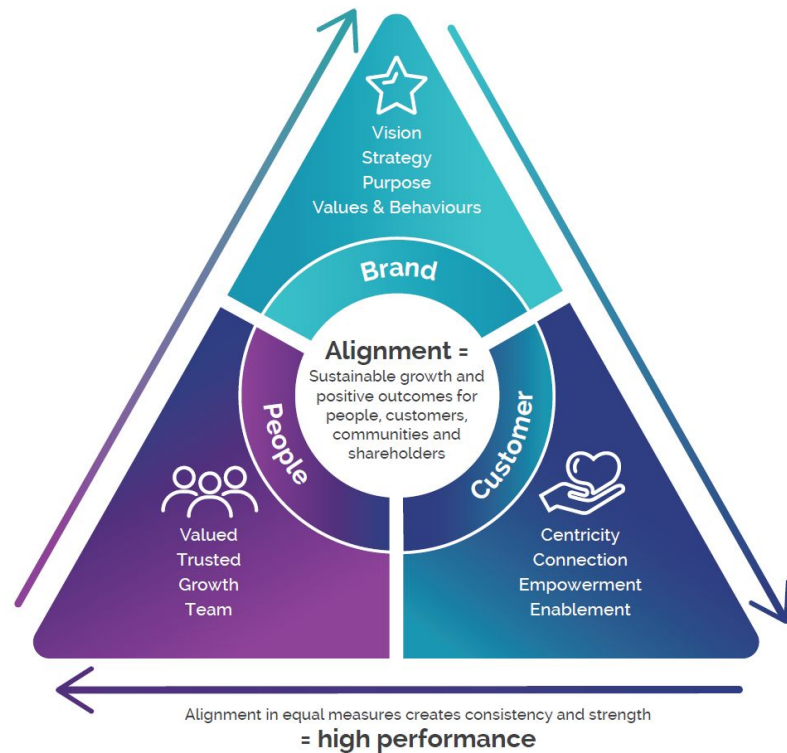
Make your culture an actionable asset, and you can realise your organisation's ambition.

Illuminate the strengths you can celebrate.

Uncover and address the challenges that could hinder your progress.

Lumin is the only culture diagnostic solution on the market that measures people, brand and customer engagement to drive high performance.

Lumin assesses these **Culture Attributes** and correlates their impact on the outcomes of a high performing culture.



Brand alignment has never been more critical.

Our research has shown that **higher performing organisations** have **stronger brand alignment**.

Their teams **understand** the Vision, **connect** to the strategy, and **live** their Values & Behaviours.

64%

Almost two thirds of UK employees don't understand what their organisation stands for and what makes it different.

Those motivated by their organisation's Purpose were twice as likely to recommend their organisation's products and services.

2x

70%

Of high performing organisations' employees understand how their role impacts satisfaction....

... vs the lower performing organisations.

32%

93%

Of those who believe their organisations Vision and goals are aligned to their customer feel their organisation will be successful in the future.

Customer alignment differentiates the best.

The highest performing organisations focus on developing **customer alignment**.

They create **customer connection** through training and insights shared with their teams. Their strategies are **customer centric**. They **empower and enable** their customers.

*Source: dragonfish Cracking the Culture Code research. 2023

Go beyond People Engagement •

Our research has also reinforced that whilst people engagement is a foundation for performance, it can be a big effort for often unclear and diminishing returns.

The **key to successful People Engagement** is to understand that **personal growth fuels fulfilment, feeling trusted and valued positively impacts culture** and performance and **meaningful work stems from role clarity and personal impact.**

2.6x

Employees who feel personal accomplishment at work are 2.6x more likely to recommend their organisation as a Great Place to Work.

Employees who feel valued for their contribution are almost three times more likely to stay with their organisation for the next 12 months.

3x

*Source: dragonfish Cracking the Culture Code research. 2023

"We **developed Lumin** to **help organisations navigate** this **exceptional era** we are living and working in. To **ignite teams** and organisations to **actively manage culture themselves** through some of the challenges we know are present, from **attracting and retaining** talent to **enacting new growth strategies** and **transformation**. Lumin is designed to **empower organisations**."

Niall Cluley, MD and Chief Culture Officer, dragonfish



An expert dragonfish
Culture & Performance
consultant will guide and
support you throughout •

Unique Modular 3-Step Process •

Step 1



Evaluate

Provides an objective, benchmarked evaluation of your cultural performance plus cultural strengths and opportunity areas

Step 2



Enhance

Further explores areas identified in Step 1, with focus on root causes, priorities and potential solutions

Step 3



Enable

Sets you on the road to change via effective action planning, empowering and mobilising leadership as agents of change

Each step helps you
unlock insight •



Step 1:

EVALUATE.



1.1 Align key culture and performance motivations, areas of curiosity and ambitions. Your Culture & Performance Consultant will do a high-level discovery on existing documents within your organisation to understand the context.

1.2 Survey your people to assess the existing culture, discovering the strength and opportunity areas.

The standard Lumin question set is 54 questions, 16 under each of Brand, People & Customer **plus** 6 Culture Outcome Questions. *These questions can all be bespoke to address your specific motivations and ambitions.*

1.3 Report with an accompanying Consultant-led playback to your organisation presenting your results. We benchmark you against the top 20% high-performing organisations, your industry and your organisational size.

Step 1: EVALUATE

High level Results

Overall Culture Alignment Score

How aligned is your overall Culture vs an external benchmark?

Gives you a **single measure for overall Culture** to track over time

Culture Outcome Results

You may be Aligned but how High performing is your Culture?

Allows you to understand **if you are a high performing culture** and if not where do you need to focus

Robust Data

Culture Dimension & Attribute Results

Where are you misaligned across Brand, People & Customer?

Allows you to see **where you excel or where you need to explore further**

Top & Bottom Culture Drivers

Where do you excel at or have room for improvement?

Enables you to understand what are the **key factors driving your culture score**

Most impactful Drivers on the Culture Outcomes

Which Culture Drivers are statistically most likely to improve your Culture Outcomes?

Allows you to understand **what you should focus on first**

Meaningful Insights

Emerging Culture Themes

What can I celebrate and where should I now focus to improve my Culture Alignment & Outcome scores?

Provides your top:
- **Culture Strengths** to celebrate

- **Culture Opportunity** areas that need attention

Step 2:

ENHANCE.

2

2.1 Explore your emerging culture themes to understand root causes. This could be with interviews, focus groups or customer conversations; whatever is most relevant for your organisation, your motivations and ambitions.

2.2 Prioritise your opportunities based on ease and impact. Your Consultant will collaborate with you in an engaging workshop to co-create prioritised actions.

2.3 Inspire your organisation. Your Consultant will help you explore tried and tested solutions to maximise opportunities and address root causes.

Step 2: ENHANCE.

Robust **Data** + Meaningful **Insights**

Actionable **Knowledge**

EVALUATE REPORT:

- Culture alignment score
- Culture outcomes results
- Dimension & segmented alignment results
- Top & bottom drivers
- Impactful drivers
- Emerging culture themes

Universal & Segmented Culture Strengths

What is driving our excellence in these areas?

Provides you with the **underlying factors that make these your strengths**

Universal & Segmented Culture Opportunities

What is preventing your score in these areas from being higher?

Provides you with the **root causes** of the opportunity areas

Prioritised Opportunities

Which root causes should you address to create the highest culture impact?

Allows you to explore the **key opportunities to address** in order to improve the culture alignment and outcome scores

Case Examples

What have other organisations done to address these challenges?

Provides you with **case examples** of solutions implemented by other organisations

Step 3:

ENABLE.

3

3.1 Plan your way forward. Your Consultant will design and facilitate a bespoke workshop to help you and your team's co-create a culture strengthening action plan. The workshop will help you identify 'quick wins', enablers and risks.

3.2 Empower your leadership team to drive the action plan and build confidence. Your Consultant will help you communicate to your leadership team.

3.3 Energise *(optional)* Create organisation-wide excitement and engagement for the culture strengthening journey. Your Consultant will build communications that share the culture survey results, action plan and culture narrative to unite your people.

Step 3: ENABLE.

EVALUATE REPORT:

- Culture alignment score
- Culture outcomes results
- Dimension & segmented alignment results
- Top & bottom drivers
- Impactful drivers
- Emerging culture themes

ENHANCE REPORT:

- Universal & segmented strengths
- Universal & segmented opportunities
- Prioritised opportunities
- Case examples

Actionable Knowledge

Culture Action Plan

Where do you excel at or have room for improvement?

Enables you to understand what are the **key factors driving your culture score**

Enabling the Action Plan

You may be Aligned but how High performing is your Culture?

Allows you to understand **if you are a high performing culture** and if not where do you need to focus

Culture Measurement Attributes

Which Culture Drivers are statistically most likely to improve your Culture Outcomes?

Allows you to understand **what you should focus on first**

Action Plan Communication

What can I celebrate and where should I now focus to improve my Culture Alignment & Outcome scores?

Provides your top:
-**Culture Strengths** to celebrate
-**Culture Opportunity** areas that need attention

OPTIONAL: Energising the Organisation

How do I support the whole organisation to understand our culture results & action plan?

Business Case for Change

How do I ensure investment in strengthening our culture?

Provides you with a simple mechanism for informing the organisation and outline of a business case for change

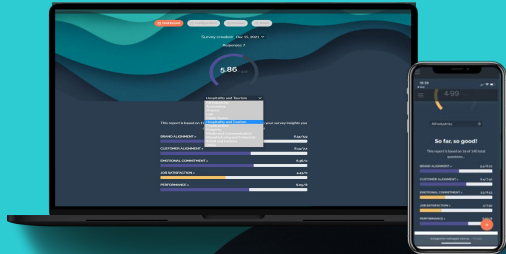
Reporting.

Each step provides a comprehensive report and dashboard.

At dragonfish, our philosophy is to do culture with you and your organisation, and not to you and your organisation.

We tailor the Lumin report to:

- Look and feel familiar in **style**, aiding processing and ownership across your organisation.
- Be **structured** to meet your original need and focus.



Testimonials.

"dragonfish really connected with the strengths and realities of our organisation, helping us to evolve our purpose and culture and put people and customers at the heart of our transformation"

Kevin Green, Chief People Officer
- First Bus

"We have worked with a number of consultancies, and what has been a stand-out in the dragonfish approach is the way they have been highly pragmatic around their insight and actions."

Antony Jenkins, CEO and Founder
- 10x Banking & Former Barclays Bank

"The thorough consultative process we have been through with dragonfish has ensured we have landed on a truly inclusive, co-created strategy that is closely aligned with our purpose and values."

Andrew Knight, CEO
- Care UK

"We are immensely pleased with the ground-breaking research conducted by dragonfish. The report not only provides valuable insights into industry best practices but also offers a practical framework for measuring, monitoring, and enhancing customer-centricity."

Emma Clancy, CEO
- Consumer Council for Water

"Together, we've created a new strategy and values and behaviours for the charity. We are now building something strong and collegiate and ensuring we take value driven decisions that move us towards our mission"

Deborah Alsina, CEO
- Versus Arthritis

"dragonfish truly immersed themselves in our organisation, a real deep dive with depth and substance that inspired action across teams."

Mariemi Alvarez, CPO
- Global Financial Services Organisation



Email us at lumin@dragonfishuk.com

Go to our website at www.dragonfishuk.com/lumin to book a 30-minute demo.

About us

dragonfish is a multi-award-winning global culture and performance consultancy, part of the Global Lawton Creative and Innovation Group, with offices in Southampton, London, LA and Sydney. Our mission is to help ambitious brands measure strengthen, embed and sustain high-performing cultures.

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