



dragonfish

An essential guide to:

**How culture fuels
performance**

Introduction

In 2020 the culture of organisations and brands has been well and truly tested.

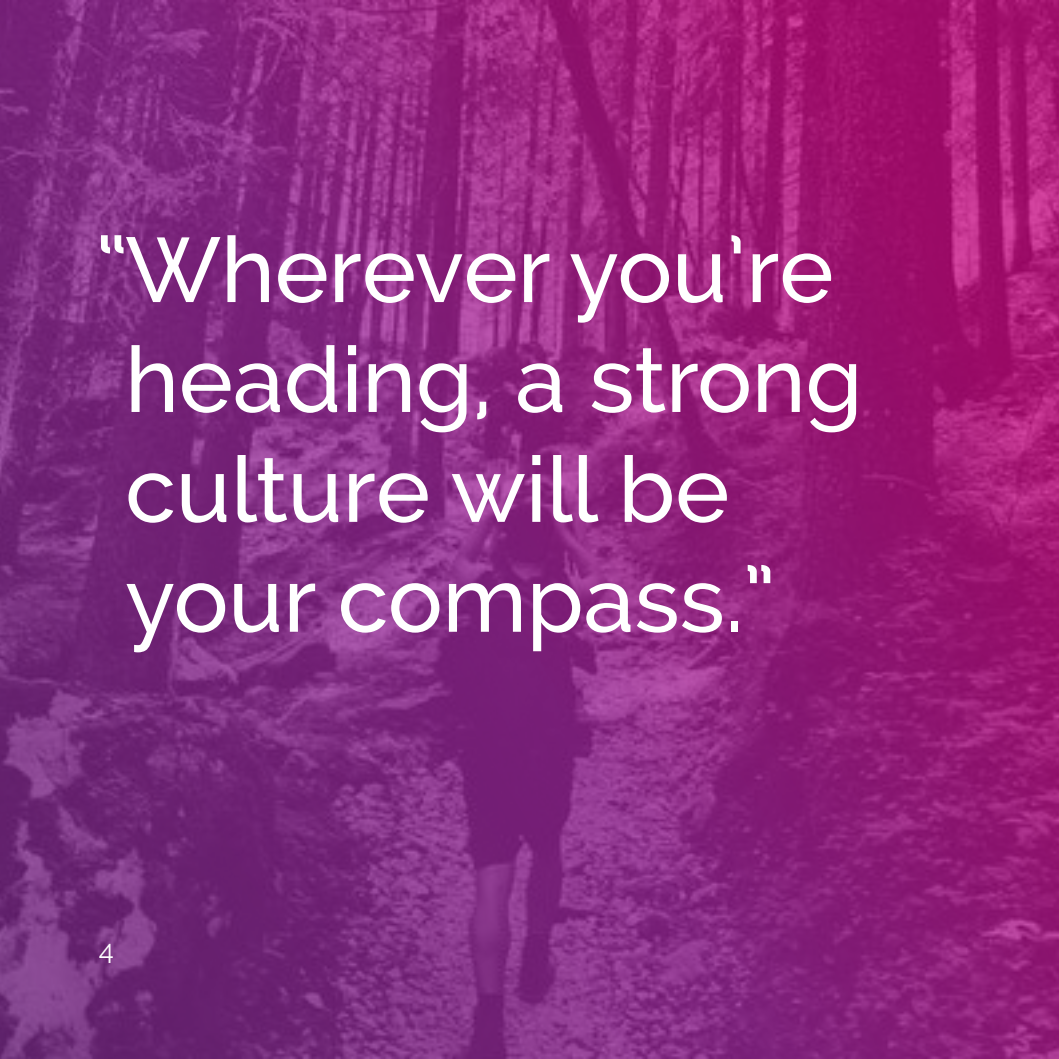
The concept of workplace culture has evolved into a bigger conversation, highlighting the need for a strong connection between your people, your customers and your brand. How these elements consciously come together and interact in your organisation shape culture and influence how sustainable performance is achieved.

We have spent significant time listening to and working with people in organisations to understand how they have adapted during these challenging times. This has given us even more confidence than ever in the opportunity actively shaping culture can have in making work more meaningful, but also in building sustainable growth and long-term value.

From reopening an iconic brand like the Savoy with a new vision to re-imagining employee experience across a diverse multicultural US bank. From the virtual development and launch of a new culture blueprint and narrative at Ordnance Survey to culture diagnosis and discovery for a leading charity.

Our team has been inspired and energised by the shift towards a more genuine approach to culture change, which we believe also makes more commercial sense too.

Whilst every organisation is unique, we are on a mission to demystify culture and help organisations navigate through successful culture transformations. Building on our **'Cracking the Culture Code'** research and years growing our experience and practice, we are excited to now be sharing more about our tried and tested methodologies we use when partnering with clients large and small.

A person is running on a dirt path through a forest. The image is overlaid with a semi-transparent purple filter. The text is white and positioned on the left side of the image.

“Wherever you’re heading, a strong culture will be your compass.”

Here are some of the key opportunities for culture today

Deliver your ambition/goals - whilst markets and customer expectations change and business models evolve the only way you'll achieve your ambitions is to have a healthy and aligned workforce (defining and strengthening your culture is the foundation).

Build capabilities for a new future - alongside systems and processes a focus upon new ways of thinking and working will also have a significant impact on business performance. Culture change doesn't happen at a perfect moment, it's dynamic. Rewiring your organisation now will unlock potential, create ownership and ensure greater alignment for future success.

Manage disparate teams and remote workforces - whilst the extreme shift to remote working has brought wellbeing and social challenges it has also presented the greatest opportunity in a lifetime to re-imagine how work gets done. To create a clearer, simpler, more transparent and inclusive organisation, where everyone is clear about the role they play and impact they can have. Defining and embedding your desired culture into the everyday experiences your people (and customers) have is the new 'must have' capability for your leadership team.



“Culture is defined by everyone in the organisation”

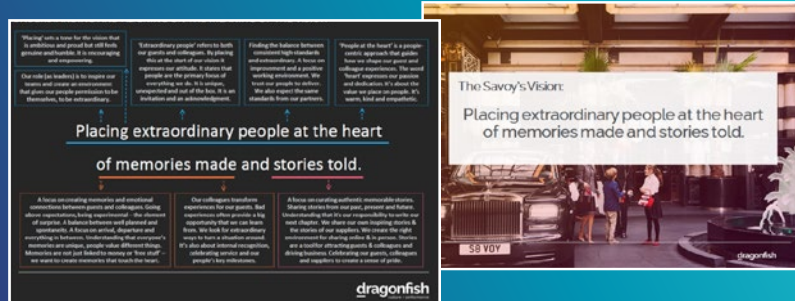
Attract and retain talent - the talent landscape has changed. Despite higher unemployment at the moment your best people have never had so much choice. Creating a healthy, high performing culture; where purpose matters is setting organisations apart.

Achieve sustainable customer growth - every one of our studies into high performing cultures has shown it's the organisations with the strongest links between it's brand, people and customers that outperform every time. Shaping and managing your culture enables you to mature as a people and customer centric organisation, creating longer-term value for all stakeholders.

Re-energise people around your purpose and strengthen your brand reputation - in an ever changing world, people are looking to connect emotionally with brands both from a customer and employee perspective. Revisiting your purpose and why you exist, ensuring it is both relevant today and meaningful to many, will strengthen your reputation and provide a platform for sustainable growth.

Savoy Case Study

The Savoy hotel refocused their ambition with a new vision, which has been pivotal in shaping capabilities and enabling the luxury hotels leadership team to rethink and refocus for a successful re-opening following COVID restrictions.



"Dragonfish have been highly adaptable and considered in their approach to working with us. Getting an iconic brand like Savoy to agree a new vision has not been easy but they have facilitated us through the process in a superb way providing excellent on-going relationship and project support. Even despite the recent disruption to our business with Covid they have gone above and beyond to help us to rethink how our vision will enable us as a leadership team and hotel to re-open successfully"

Sally Webster Director of Talent & Culture

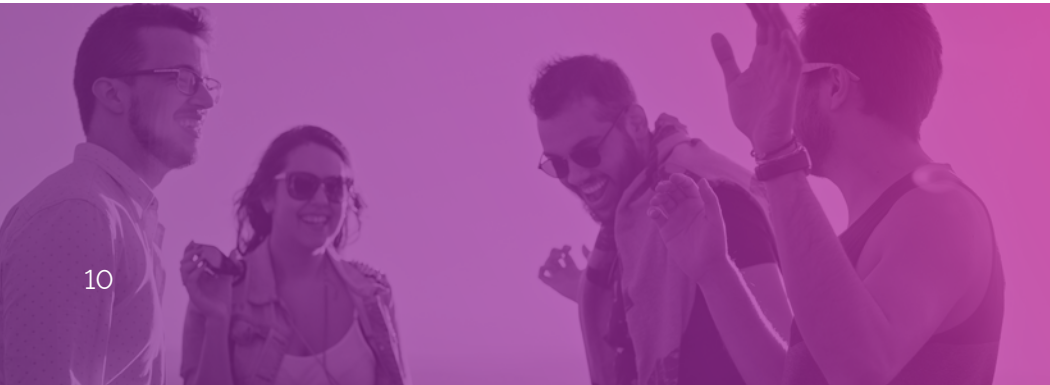


Think of culture as an ecosystem that fuels performance

High-performance organisations optimise the power of a holistic culture ecosystem. They understand the connection between the component parts and how each interact with each other. At the heart is a framework that helps to shape a simple and compelling story about who we are, why we exist, the ambition for the future and how we will get there.

All the elements play an important part:

- > Purpose drives belief and passion
- > Vision provides ambition and direction
- > Mission gives clarity and focus
- > Values and behaviours shape our decisions, actions and interactions.



The culture framework is made up of

Click onto the  icons to reveal our latest culture glossary.



“Culture fuels performance when each and every person in your organisation is not only aware of and understands the culture, but when they appreciate the role they individually play in delivering your vision and strategy, living your purpose, and role modelling the values and behaviours in their every day.”



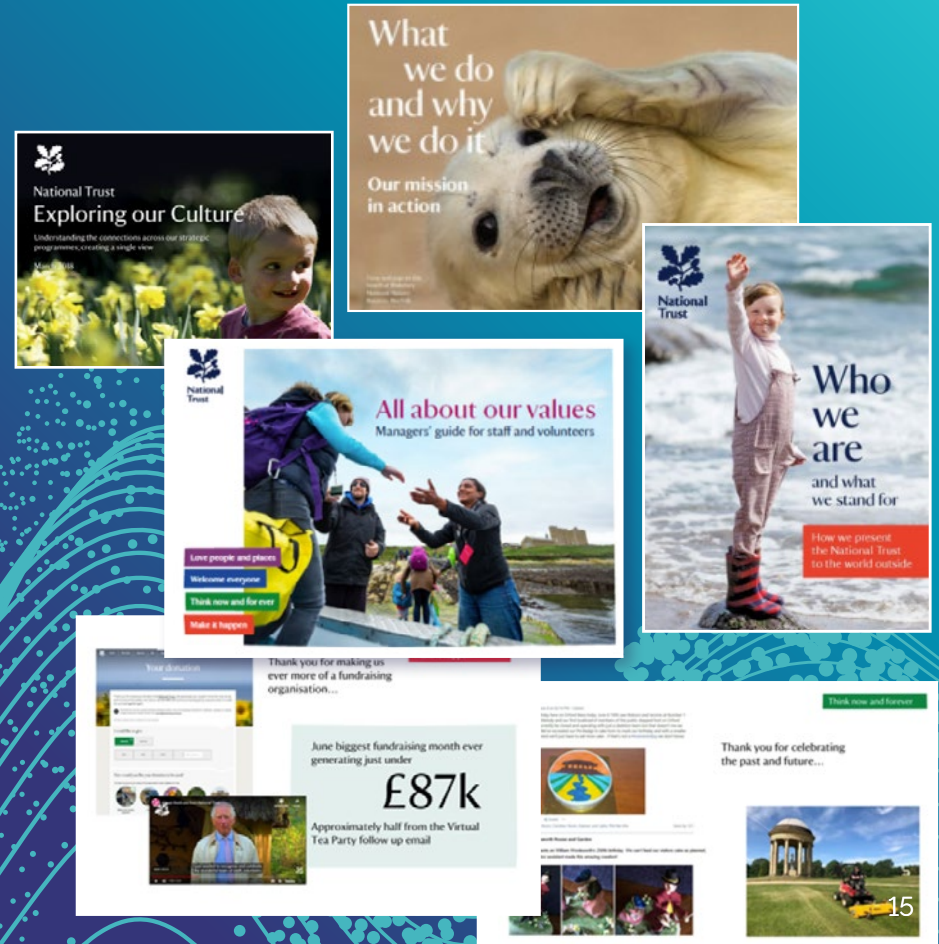
National Trust Case Study

Dragonfish began supporting the National Trust in 2018 exploring the culture shift required to support their strategy to tackle the crisis in nature whilst also being more inclusive and people-centric. Our journey involved rearticulating their purpose and shaping a new set of values in a truly inclusive way. These were launched on their 125th Anniversary as a common thread to unite everyone that works and supports the Trust.

"The team were meticulous and attentive; really getting under the skin of our complex organisation and providing real (and usable) insights to help us move to a new vision for our future. Simply put; great people, great service, great results."

Head of Internal Comms

With Covid happening just a few months after the launch, the new values have acted as a unifier, a shared way of working that keeps teams connected and engaged through difficult times as well as a lens through which decisions have been made.



Culture change is dynamic

Partnering with ambitious brands we recognise that no two journeys are the same. Culture change is dynamic.

Whilst building culture foundations and embedding is key it is essential to continually measure and evolve your culture to thrive and be resilient for change.

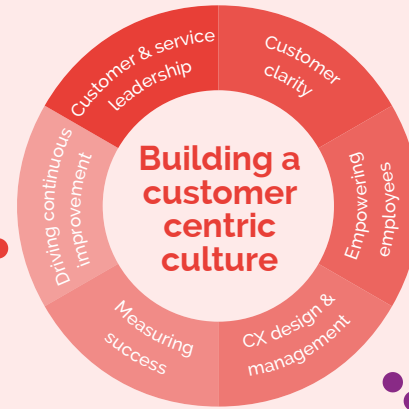
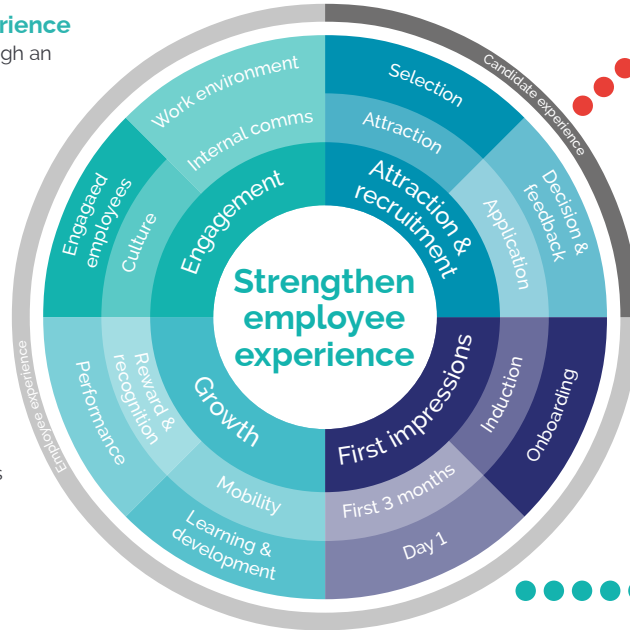
However, where culture really comes to life is through the everyday experiences your people and customers have.

By strengthening the links between your culture, people, customers and brand, this will enable you to drive high performance and truly sustainable growth.

dragonfish methodology to shape culture and fuel performance

Outcome: Employee Experience

- > Attract and retain talent through an 'experience' mindset
- > Embed strategy, culture & customer principles into everyday actions
- > Prioritise moments that matter, focusing investment
- > Strengthen effective collaboration between functions to deliver outcomes
- > Shift from measuring engagement to making informed continuous improvements
- > Anticipate future talent needs & use it to plan and react to future crisis



Outcome: Customer Experience

- > Attract, convert, serve & retain your customers profitably
- > Put customers (and your people) at the heart of your strategy & plans
- > Bring your customers to life in a way that's meaningful for all your people
- > Unify teams around a universal customer language, market truths that empower & inspire & bust myths that get in the way
- > Get a better return on investment on your customer data & insight
- > Build empathy; connecting your colleague & customer experience

Outcome: Culture Design

- > Align leadership around a culture blueprint to enable strategy & activate brand
- > Create one compelling vision, providing clarity, direction & focus
- > Unite and inspire teams around a shared purpose & embed into the everyday
- > Identify, shape & embed the values & behaviours that matter most
- > Every employee understands the role they play in organisational success
- > Design and implement a culture change roadmap ensuring readiness to lead & manage genuine behaviour change



Carnival UK Case Study

Carnival UK's Senior Executive recognised that a shift towards becoming purpose-led would help the company achieve its ambitious growth plans. With Cruises occupying just 3% of the holiday market annually, a great opportunity exists for Carnival UK to compete and grow in this wider holiday market.

In 2017 they started their journey to become truly purpose-led **'To create unforgettable holiday happiness'**.

Despite the huge impact of COVID on Carnival UK, their purpose remains at the core of the organisation and their culture plays an integral part in a successful return to service.





Where dragonfish can partner with you

Dragonfish are a multi-award-winning global culture and performance consultancy, partnering with clients on transformation journeys involving genuine behavioural change. Activating and embedding strategy, brand and culture to strengthen Customer and Employee experiences that achieve sustainable growth.

We are driven to make work more meaningful by aligning your people to your culture, purpose, vision and values. We ensure everyone understands the role they play in your

success and the value they deliver to your organisation, your customers and the world around us. That sense of purpose strengthens engagement, motivation, passion and commitment. It energises people around your strategy and connects your goals to their goals; unlocking potential and personal impact.

We believe that making work more meaningful inspires individuals, unites teams, drives action, sparks innovation and leads to higher performance and sustainable growth.



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