



Introducing dragonfish

2024

dragonfish
culture + performance

Who we are

Dragonfish is a multi-award winning global culture and performance consultancy (part of the Global Lawton Group) with offices in Southampton, London, LA and Sydney.

We partner with ambitious clients on transformation journeys - unlocking potential by strengthening the links between your Brand, People and Customers to deliver sustainable growth. Powered by research and using inclusive evidence-based practice and healthy pragmatism, we make the complex simple and help ensure genuine behavioural change.

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

Our Purpose is to **help make work more meaningful**. Our values are Make an Impact, Be Bold, Never Stop Learning & Thrive Together. We are our own culture experiment.

What makes us unique?

1.

Diverse, global team

HR, OD, Brand, CX and Ops expertise united by one mission. With a base in London, Southampton, LA & Sydney

2.

Powered by purpose and research

Ground-breaking research with over **6,000 organisations** across 27+ sectors (working with Universities and industry Regulators)

3.

Depth of experience

Worked with **80+ ambitious brands** across **multiple sectors** and have positively impacted over a million working lives

4.

Practical + pragmatic

Making the complex simple, putting **real and relevant solutions** for clients at the heart of what we do

5.

Impact and results-driven

A trusted partner enabling sustainable results recognised with **over 20 client award recognitions** and **£m's** saved and generated in lasting people and customer improvements. Ecovadis Gold accredited & Cyber Essentials certified.

What we do

We help ambitious brands unlock potential **through alignment**

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

We support heritage brands with a desire to **change well, and be fit for the future**

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

Our services

Measure

Turning insights into actions

- Research & Insights
- Diagnostics & Benchmarking (Bespoke and Lumin™ High Performing Culture reports)
- Culture investigation and corporate reporting

Strengthen

Harnessing links between culture and performance

- Culture and business transformation
- Values, behaviours and ways of working
- Culture change
- Purpose, vision and strategy

Embed

Bringing your culture to life in the everyday

- Board effectiveness reviews
- Leadership development and coaching
- Manager toolkits and enablement
- Holistic PX (people experience) evolution

Sustain

Ensuring long-term success

- Culture onboarding and inductions
- Culture leaders and networks
- Customer centricity, connection and engagement programmes
- Internal brand engagement

Who we work with

We work with many leading brands including:



Trusted by market leading brands



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

Mariemi Alvarez,
Chief People Officer,
Global Financial
Services organisation.



"Together we've created a new strategy and values and behaviours for the charity. We've also built the vision for the leadership team we need to be [...] We are building something strong and collegiate and ensuring we take value driven decisions that move us towards our mission"

**Deborah Alsina, CEO Versus
Arthritis**



"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
of 10x Banking &
Former for Barclays Bank.



"The dragonfish team are impressive, they help make culture tangible and real. Bringing key stakeholders together in a positive, practical, humble and data-driven way. They are unique in the way they bring people, brand and customer together"

David Anderson,
Chief Commercial Officer,
Odeon.

Trusted by market leading brands



Our values have given us a confident unified voice which recognises our great strengths and demonstrate our firm commitment to improve – this has increased our impact on a whole range of stakeholders, new hires, our board, and our customers and partners."

Hazel Hendley, Human Resources Director – Ordnance Survey



"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 - CCW



"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



"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

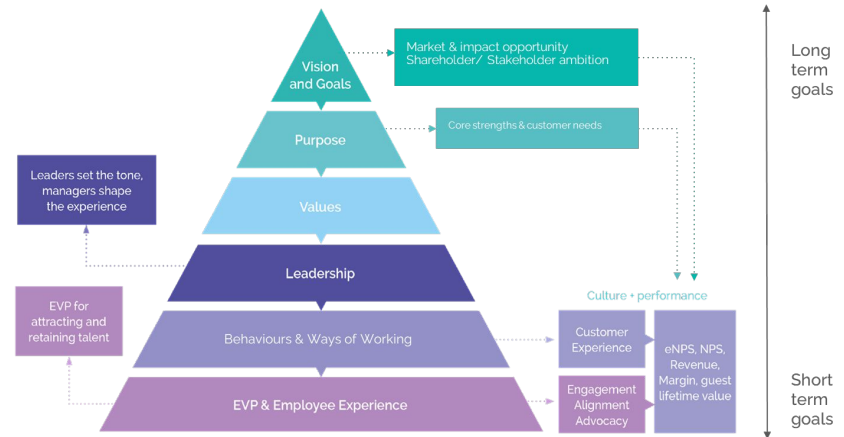
We believe culture drives high-performance

Culture is the ecosystem or nervous system of an organisation.

The why, what, where and how. It shows up in your people, customer, and communities' experiences.

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 work together to get there.





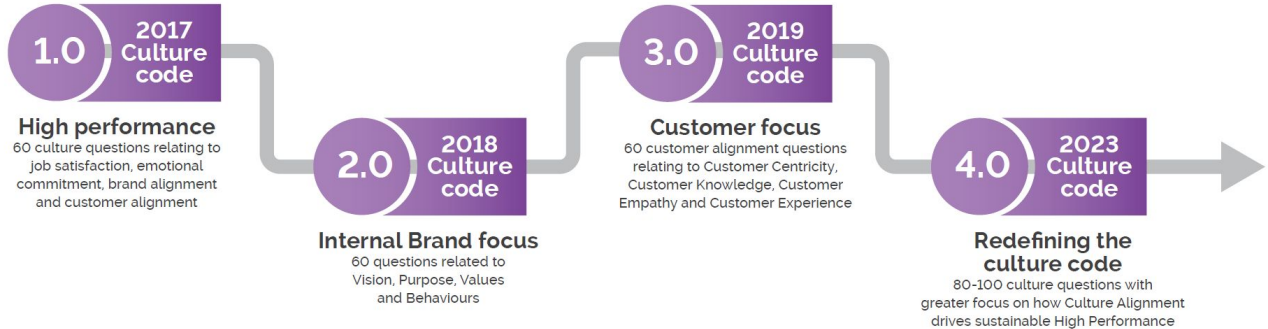
Powered by research

dragonfish
culture + performance

Powered by research

Our research journey so far

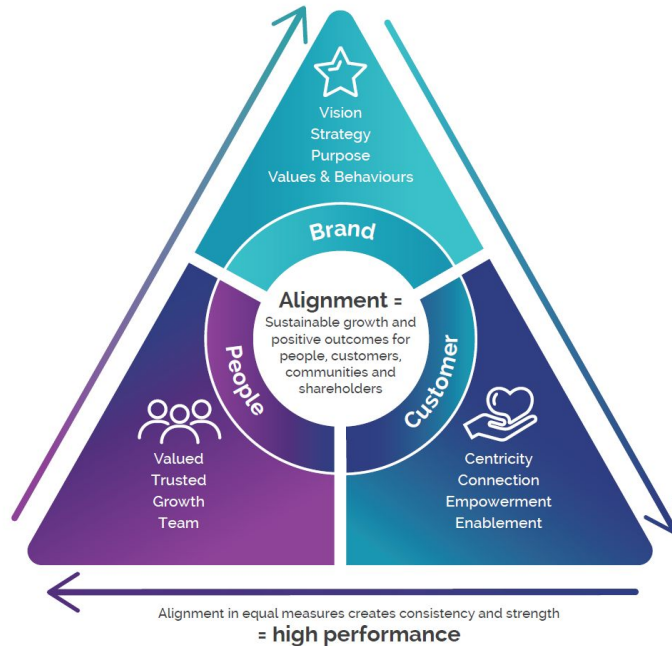
Our ground-breaking research with over **6,000 organisations** across 27+ sectors (working with Universities and industry Regulators) underpins all that we do.



We take a holistic approach to Culture Alignment

Our research shows that harnessing the links between your **Brand**, **People** and **Customer** is key to sustainable high performance.

We take a holistic view of the employee experience, strengthening the culture foundations, creating moments that matter and building stronger customer connections.



We know what High Performing looks like...

Our research also shows that where organisations have high-levels of job satisfaction, emotional commitment, brand and customer alignment it leads to increased performance sentiment.



...and that Culture impacts and enables performance

Our latest research has identified **six culture signatures** that are evident in high performing organisations :

- Well defined, aligned and embedded Vision, Purpose & Values
- Customer centricity a focus for culture
- Customer connection for all, regardless of role
- Meaningful work stems from role clarity and personal impact
- Personal growth fuels fulfilment
- Feeling trusted and valued positively impacts culture and performance

In times of volatility, maintaining these six culture signatures becomes key to impacting and enabling high performance.



We measure how culture alignment drives business outcomes



Lumin is a diagnostic approach to measuring culture from dragonfish, designed to be simple and easy to implement.

A modular, three-step process lasting up to 12 weeks takes an organisation from assessment to actionable roadmap.

Combining data-driven insight with expert culture consultant analysis, Lumin allows you to define culture in a practical way, understand how to optimise it and achieve improved business outcomes.





Trusted by marketing leading brands: Case studies

Leading culture transformation to drive ambitious growth strategy



The opportunity

With a new CEO, ambitious strategy, and new operating model, the UK's mapping agency, **Ordnance Survey (OS)** faced the challenge of shaping and aligning a new 'fit for future' culture which aligned all 1,250+ colleagues together as OneOS. .

Our solution

We worked with the Executive Leadership and Board of Directors to shape, define and align on purpose, vision and missions for business units, adopting an inclusive, bottom up approach to core values and behaviours. Together, we redefined leadership across the organisation including identifying leadership behaviours to create the environment for the new culture to thrive.

Impact

Ordnance Survey has seen significant increases in key engagement survey measures, including clarity of purpose and those linked to Values. The project helped reconnect OS people back to the importance of laying solid culture foundations as well as delivering practical and pragmatic recommendations for short and long term improvements to the OS Employee Experience

Learn more about [our work with Ordnance Survey](#) at [dragonfishuk.com](#)



Developing and activating a new purpose, values and behaviours

The opportunity

With 12,800 employees and 4,500 buses across 52 depots, First Bus is one of the largest regional bus operators in the UK.. In a post-pandemic market, Dragonfish were engaged by First Bus to help the organisation shift towards a more people and customer-centric culture, with a focus on recruitment and retention, employee engagement and consistency in employee experience.

Our solution

Validation, launch and activation of the new purpose, strategy engaging with 100+ Leaders. Partnering on communication strategy and launch - the concept celebrated the diversity of the First Bus people, We also partnered with First Bus on the evolution of a new People Promise (EVP), creating a roadmap to support the activation and embedding of their culture blueprint

Impact

A more aligned and united organisation, nationally. Early indicators revealed a 10% reduction in negativity and an 11% upswing in positivity, highlighting a workforce more aligned and motivated. The grounded, co-creation approach helped the organisation be more transparent with their people around their ongoing transformation journey, with reported increases in engagement levels following this work.

Learn more about [our work with First Bus](https://www.dragonfishuk.com) at [dragonfishuk.com](https://www.dragonfishuk.com)



“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

Developing and embedding purpose and values

The opportunity

To grow and retain its position in an increasingly competitive trade and labour market. Key to successfully delivering this ambition was developing an employer brand that communicated Carnival UK's identity, to support attraction and recruitment, talent mobility, collaboration and strategic growth..

Our solution

Dragonfish partnered with Carnival UK using our best practice approach to developing vision, purpose, and values. A bespoke framework to communicate the purpose, values and KPIs along was developed with a supporting narrative to provide clarity for employees. We supported Carnival UK with a full launch playbook, as well as engagement roadmaps, facilitate workshops with key stakeholders and manager toolkits to guide team leader in bringing Purpose and Values to life.

Impact

Carnival UK saw improvements in clarity of and connection with Purpose amongst employees, as well as increases in NPS within four months of this work.

Learn more about [our work with Carnival UK](https://www.dragonfishuk.com/our-work-with-carnival-uk) at [dragonfishuk.com](https://www.dragonfishuk.com)



Defining and launching a vision to unlock high performance



National
Trust

The opportunity

Following a period of change, reorganisation and an influx of new talent, the National Trust's 65 strong internal marketing agency needed to create alignment within their diverse team through developing a single and coherent ambition for the future. The senior team wanted to re-engage their agency with who they are and why they are here, building pride in what Trust Marketing stands for and what makes it different.

Our solution

We immersed ourselves in the team with on-site orientation along with market research and client interviews. A series of highly interactive dragonfish workshops co-created a vision for the team, alongside a behaviours framework. We then worked with the senior team to develop a roadmap for culture change, and delivered a Leaders Workshop, experiential launch event, Manager's Toolkit and Train the Trainer session.

Impact

[TO ADD]

Learn more about [our work with National Trust](https://www.dragonfishuk.com) at [dragonfishuk.com](https://www.dragonfishuk.com)

“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.”



Where to find us

Southampton

4 & 5 Grosvenor Square,
Southampton,
SO15 2BE, UK

Tel: +44 (0)23 8082 8505

London

175-179 Oxford St, London
W1D 2JS

Tel: +44 (0)20 3405 7963

Los Angeles

3415 S. Sepulveda Blvd,
Los Angeles, California,
90034, USA

Tel: +1 (310) 300 4848

Sydney

6/50 Reservoir St, Surrey Hills,
Sydney, New South Wales,
NSW 2010, Australia

Tel: +61 (0) 2 8007 6474

Dragonfish is part of Lawton Communications Group –
a global, independent group of businesses founded in 1979.

dragonfishuk.com



[dragonfish-uk](https://www.linkedin.com/company/dragonfish-uk)

[dragonfish](https://www.dragonfish.com)

Aiming for Nothing.

A carbon neutral company by 2030



Dragonfish is committed to improving its environmental performance, ensuring we are truly sustainable businesses.

Our strategic planning cycle - by measuring and regularly reviewing our Group carbon footprint, our organisation has been able to establish its emissions sources - and therefore identify ways of reducing them as an integral part of our strategic plan.

We have a live target of becoming carbon neutral by 2030, with clear strategic priorities for dragonfish around travel, energy consumption, suppliers, recycling, and carbon sequestering. KPIs for each area of focus are built into the dragonfish growth strategy.

Beyond the targets and data, we:

- strive to actively embed behaviours within our organisational culture that allow and support our people to take ownership of sustainability
- partner with clients responsibly - and through our research, seek to influence their thinking and ambitions around sustainability, to help them foster a culture of environmental responsibility.

Sustainability policy - as part of our submission, we've shared our Group policy for your full review. Its underlying principles are:

- Promoting environmental responsibility and policy implementation at all levels, while also fostering a culture of innovation to improve our environmental and sustainability performance
- Minimising waste, and recycling and reusing where waste is produced
- Promoting energy efficiency, and using energy from sustainable sources
- Encouraging involvement in local, national and industry-specific environmental and sustainability initiatives and schemes.
- Compliance with environmental legislation/regulation

[dragonfish](#)

[dragonfish](#)

Aiming for Nothing.

A carbon neutral company by 2030

- **Director-level accountability** - Our Managing Director, Niall Cluley, is formally responsible for sustainability matters, reporting to our Group Board of Directors on the dragonfish contribution to Group strategy. This strategic ownership of environmental and sustainability targets is crucial to our ambition of becoming carbon neutral within the next 8 years.
- **Measuring and disclosing the carbon footprint of our services** - Most recently measured in 2021, our Group carbon footprint is disclosed in our Environmental and Sustainability Policy, alongside our actions and targets. The policy is in the public domain [here](#) and has also shared with you as part of our submission.
- **Factoring in ESG considerations** - when planning client delivery work, we consider:
 - Delivery location, travel, and venue vs virtual options, particularly for large dispersed groups
 - Materials/collateral requirements and sustainable options for document sharing
 - Supplier ESG credentials and ethical purchasing
 - Good governance structures (team and client sides) to support successful outcomes
- **Confirming our positive environmental impact** - our organisation is not aware of any business activities, practices or outcomes that have produced a substantial negative environmental impact - nor are we facing any litigation alleging that we have created such an impact.



Overall, our Group is in the top 1% of companies rated by EcoVadis in our industry.

- Environment: top 4% in our industry.
- Labor & human rights: top 5% in our industry.
- Sustainable procurement: top 5% in our industry.
- Ethics: top 1% in our industry.