



Luminar Consulting



LuminarConsulting

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Welcome to our world ...

About Luminar

Impactful

Curious

Collaborative

Thoughtful

Challenging

Expert

Fun



Guiding Principles

Authenticity

Authenticity is important to us. Being true to your values and what is important to you.

People matter

It is people who make the difference between success and failure. We need to embrace diversity and make the most of what every individual has to offer.

Making a difference

We want to make a difference. A difference to individuals, teams, organisations and society.

Generosity of spirit

A belief that by sharing and giving, everyone benefits: individuals, society, business, performance, happiness.

Inspirational co-creation

A bit of a mouthful but ... We love creativity and we also love inspiring each other. We believe in the power of co-creation.

Leveraging disruption

The disruptive environment is here to stay. We must find ways of making it work for us.



What we do



Leadership



Coaching

- Individuals
- Teams



Change

- Strategy Development
- Organisation development
- Culture change



Communications & Engagement



What we do

We change the way teams work. How people behave to one another

We help individuals and teams to re-connect in new ways

Bring thought leadership coupled with a common sense approach. We know our stuff and use it to help you get to grips with yours.

Understanding,tools and techniques

We believe in the capabilit



Who we are



Sarah Cowley

I am passionate about helping individuals, teams and organisations take courageous steps towards new futures. I am an experienced organisation development specialist and coach, with particular strengths in communications, engagement and culture working with leaders and leadership teams. I founded Luminar in 1995 to give me the freedom to do brilliant work for clients, working in partnership with the best people.

I have worked at board level and also held leadership team roles within major change programmes. I am a qualified coach and work with individuals to accelerate their capability to make sustainable changes in their personal and business lives. Much of my work with leadership teams uses (systemic) team coaching. Organisations with whom I work include Aviva, BBC, GE Healthcare, Nationwide, Simplyhealth and Anti-Slavery International. I have an MBA from London Business School and continuing to learn, develop and grow remains important to me.

I have been an early pioneer in culture, communication and engagement and co-authored groundbreaking research into the link between behaviours, communication and performance. I have also published research into 'Leadership in the 21st Century' in conjunction with Tomorrow's Company. I continue to regularly contribute to the latest thinking in leadership and team capability development.



Joanna Boxer

I am an expert in communications, employee engagement, and culture change. I am passionate about creating the right environment to enable individuals and teams to perform at their best.

I have a strong commercial background, with international experience. I have held commercial leadership positions within numerous organisations including the British Oxygen Company (BOC) and GlaxoSmithKline (GSK) and been instrumental in the success of various start up businesses. I have developed and led high performing teams in both the Healthcare and Financial Services sectors. My knowledge and experience includes designing, leading and delivering communication and engagement strategy. I have also led cultural change initiatives that have significantly improved the employee experience and resulted in increased creativity, better teamwork, collaboration and cooperation.

I have successfully transformed the delivery of communications within organisations focusing on strategy alignment, core message creation, channel relevance and high quality delivery across multiple audiences. I have also coached and mentored Executive Leaders and teams to enhance their personal communications and maximise engagement.

Stories



An inclusive approach to strategy development

Buy-in by key stakeholders combined with recognition of their role in its success, active ownership by the team and significantly increased recognition of the function's value was the outcome of an inclusive approach to the development of this support service strategy. It also laid the foundation for new behaviours and the team step up into a pivotal, strategic role. The strategy development process combined a series of clearly defined workshops involving all members of the team. Ideas, challenges and potential strategic approaches were explored with external stakeholders in further facilitated sessions and one to one meetings. Distinct elements of the strategy were investigated by working groups in between the sessions with the findings brought to the workshops for debate and agreement of the way forward. The strategy is actively being used to drive the work of the function and measure performance.

A step change through leadership team coaching

Honest conversations, faster decision making, shared understanding and renewed trust are just some of the benefits of team and individual coaching for this global leadership team. The opportunity to work together in a supported environment coupled with an inquiry approach that encompassed both the internal and external factors which impact them gave a fresh outlook and way of thinking. How they work with the other teams with whom they interact (including the teams they lead) and relationships with key stakeholders such as the Board, partners and key customers were a central element of the work. 360° feedback was used to strengthen understanding and shine a spotlight on those things the team does well, and where it needed to focus their attention. Other tools such as Kilman's Conflict Mode Instrument helped the team explore how they work together and bring out the best in each other. Throughout the team coaching, concepts from thought leaders were introduced eg Kegan and Lahey (Immunity to Change); Katz and Miller (Keys to Collaboration) ; Torbet (Leadership transformations) to facilitate new ways of thinking and working.



Stories



Achieving transformation through communication and engagement

From “I’m not sure of the value” to “We couldn’t do without you” were the comments of a Transformation Programme Director to an interim assignment within a complex, multi-million programme. The changes involved systems and process change, outsourcing, redundancies, new ways of working, culture change and ultimately merger. The first step was understanding the goals, audiences, stakeholders and teasing out how the programme fitted within the overall corporate agenda. This inquiry approach led to the creation of a strategy and plan with measurable KPIs which both informed and excited key stakeholders as they understood its potential. The approach combined more classic communication techniques and channels (stakeholder engagement, stories, videos, newsletters, animations, roadshows, Q&As, listening opportunities, text messaging, Yammer and so on) with an engagement approach which created new ways of working by bringing together the programme and impacted teams to have a different type of conversation and work together to co-create the future. Team leaders, super users, cross team networks, expert advisors were just some of the groups which had a level of engagement unseen before. These individuals made a measurable difference to the levels of anxiety of the many impacted people. This engagement approach was supported by an underlying narrative or story which resonated across the organisation. And the resulting shift in culture occurred without the need for separate intervention or programme stream.

Small interventions for big impacts

This busy team decided that monthly ‘Breakfast Bites’ were the most effective way to help them change their habits, have the conversations they needed and become more courageous in what they did. Once the overall schedule and session framework was agreed, we worked with a different team member to design each session so there was a sense of ownership by the team. Each one and a half hour session had a different focus eg collaboration, honest conversations, engaging our stakeholders and influencing. The format for each ‘Breakfast Bite’ was a short piece of input or learning, followed by robust conversation and debate supported by exercises or questions. The team made a significant step change in the way they work together, from their team meetings which became rich conversations adding value to the business to a change in the way they interacted with their key stakeholders.





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