

Working Together

Values and Principles



Our Values and Principles

We are a family of companies sharing common aspirations, principles and values. This document outlines our approach for clarity and to aid decision making.

The principles are based on our values. “We are defined by what we do”. The quality of this is driven by our beliefs, values and personal aspirations.

This document does not aim to produce clones within our group or dictate behaviour. Diversity in an organisation brings strength and we will all bring our unique personalities to the table, course or experience.

This is not a set of rules but principles that guide our varied workplace decisions to achieve the consistently high quality services that define our reputation.

These notes may be of use to everyone in contact with our business from both clients and employees alike.

November 2006

Belief...

“We believe in what we do.”

Our strength lies in our person centred approach to recruiting. There are many people who can simply complete a task but our signature is excellence.

Therefore we select our staff by focussing on “what motivates them” and “what they are passionate about” as well as ability.

This principle ensures that every activity undertaken is conducted to the best of our skills with an aspiration for excellence.

When passion and talent combine – expect a masterpiece...

True Dreamers

All people dream but not equally.

Those who dream by night in the dusty recesses of their minds wake in the day to find that it was vanity.

But dreamers of the day are dangerous people, for they may act their dreams with open eyes to make it possible, to make them a reality.

Adapted from T.E. Lawrence

Our Clients...

“We believe all our clients are unique.”

Therefore we develop a symbiotic relationship with our clients to evolve our individualised service.

We aim to develop long-term relationships which enable us to understand the clients needs, systems and approach. This ensures the services are tailored to support the clients goals.

The personal approach ensures we get honest feedback for the service we provide giving us an opportunity to develop the product further. Feedback therefore drives our business development

"To be in the All Blacks is about loving what you do. It's about caring for each other. The team is a family and you love your family. If you love your mate you're going to look after him and you're going to do anything for him.

That's the beauty of playing in a team. You have 15 guys who all have one goal in mind rather than a set of individual goals. A collective goal. The aim is to be successful. The aim is to win and to do everything you can to make yourselves better players and better people. At the same time you want to help your mates be better players and better people, the same as you would for your brothers or your sisters".

Sean Fitzpatrick

Keeping safe...

“We are committed to ensuring everyone we work with is protected from all forms of harm both physically, environmental and psychological.”

Safety is a corner stone of our work. We believe in developing everyone’s awareness of risk and evolving their common sense.

Everyone will have access to risk assessments and be informed as to the risks, control measures and their role.

Supporting people we work with...

“We believe in supporting our staff's chosen lifestyle and in developing their potential.”

What makes us unique as a company is the quality of our staff team. We value their input and respect their choices. The support and management teams work to ensure the client facing staff have all they need to meet our clients expectations.

This is undertaken across all companies though a number of initiatives including:

- ❑ Continuous Professional development meetings annually
- ❑ Training Budgets
- ❑ Training Miles scheme for Freelance staff
- ❑ Flexible working conditions
- ❑ Generous salary packages
- ❑ Performance linked bonuses
- ❑ Staff Trips
- ❑ Support to people's lives outside of work

Our commitment to life long learning means we accept people will grow beyond our businesses, however we give responsibility and ownership to prolong people's time with us. Where possible we grow roles as our capabilities grow.

To invest in people for the future we run apprentice schemes, international work placements and support charitable staff ventures around the globe.

Books:

- Maverick
Seven Day weekend

Big Rocks

One day, an expert in time management was speaking to a group of business students, and, to drive home a point, used an illustration.

As he stood in front of the group of high-powered over-achievers, he said, "Time for a quiz." He then pulled out a one-gallon, wide-mouth mason jar and set it on the table in front of him. Then he produced about a dozen fist-sized rocks and carefully placed them, one by one, into the jar. When the jar was filled to the top and no more rocks would fit inside, he asked, "Is this jar full?"

Everyone in the class said, "Yes." Then he said, "Really?" He reached under the table and pulled out a bucket of gravel. Then he dumped some gravel in and shook the jar, causing pieces of gravel to work themselves down into the spaces between the big rocks. Then he asked the group once more, "Is this jar full?" By this time the class was on to him. "Probably not," one of them answered. "Good!" he replied. He reached under the table and brought out a bucket of sand. He started dumping the sand in the jar and it went into all the spaces left between the rocks and the gravel. Once more he asked the question. "Is this jar full?" "No!" the class shouted. Once again, he said, "Good!" Then he grabbed a pitcher of water and began to pour it in until the jar was filled to the brim.

Then the expert looked at the class and asked, "What is the point of this illustration?" One eager student raised his hand and said, "The point is, no matter how full your schedule is, if you try really hard you can always fit some more things in."

"No," the speaker replied, "that's not the point. The truth this illustration teaches us is this: If you don't put the big rocks in first, you'll never get them in at all." "What are the big rocks in your life? Your children. Your spouse. Your loved ones. Your friendships. Your education. Your dreams. A worthy cause. Teaching or mentoring others. Doing things that you love. Time for yourself. Your health. Remember to put these BIG ROCKS. in first, or you'll never get them in at all. If you sweat the little stuff (i.e. gravel, sand) then you'll fill your life with little things you worry about that don't really matter, and you'll never have the real quality time you need to spend on the big, important stuff (the big rocks)." So, tonight, or in the morning, when you are reflecting on this short story, ask yourself this question:

What are the "big rocks" in your life? Then put those in your jar first.

Innovation...

“ We believe creativity and innovation is key to developing tailored services and motivating staff”

Innovation and creativity ensure we meet our clients needs and keep our staff interested. We encourage this in all our staff and avoid prescriptive courses, overly rigid timetables and inflexible itineraries.

Although this approach is dynamic it enables us to achieve a high quality service and retain excellent creative staff who would otherwise move on to express their own views elsewhere.

To counter the risk we ensure our staff are trained and competent to work in a flexible workplace and see change as a positive process.

Rules of the Cabin

- Know when to work together and when to work alone
- Share tools, ideas and trust your colleagues
- The client defines the job well done
- Radical ideas are not bad ideas
- Invent different ways of working
- If it doesn't work it doesn't leave the cabin
- Believe that together we can do anything

Invent....

Sustainability...

“We offer a sustainable life style to our team and a sustainable service to our clients.”

Sustainability requires a holistic view of our operation and its impact on the world we live in for staff and clients.

Our staff need to work with a stable, viable company. The security this brings is reliant on sound open management, transparent and participatory development programmes and open financial records.

Our clients require a service that is reliable, affordable and sustainable. This requires consideration on the environment, community interactions, along side open accounting, feedback and performance reviews.

The learning points from this section are implemented through our:

- ❑ Environmental Policy
- ❑ Operations Policy
- ❑ R & D Annual Meeting

Quality...

“We are committed to delivering high quality services.”

As we move services from concept to reality. We rely on feedback and quality assurance to enable us to improve.

The Client is the person who is best placed to advise us and provide direction. Therefore we focus on developing strong long-term partnerships based on trust, openness and honesty.

We believe in learning and development. This uses feedback, strong interpersonal relationships and openness to ensure we can develop and evolve services. We believe in experiential education and open feedback.

Staff feedback is provided on an ongoing basis with annual professional development plans

Both of these final points highlight our commitment to improving our services to ensure we stay at the leading edge of our business sectors.

Check list for the future...

Make it easy

If a product is hard to use, it will die.

Don't hide

People can respect you only if they know who you are. Go out and meet them.

Jealously guard your reputation

Reputations are built over a lifetime. Destroyed in an instant. Consumers are ruthless if you let them down. So don't.

Get in the lead and stay there

To be out front can be lonely and uncomfortable, but remember, the lead husky gets the best view.

Tell the truth

Be up front, be open, don't cover up as it'll get you every time. Believe in yourself - at times like this your reputation is your premium defence.

Nurture integrity

Not only professional, but personal.

Accept responsibility

Quality is the measure by which you exceed expectations. Quality is all about standards. Keep it simple; set high standards and then exceed them. Meet, Beat, Repeat.

Deliver great design

If you're not aesthetically stimulating and functionally effective, you just merge into the crowd. You have to BE different, not just ACT different.

Don't underestimate value

Not just the real money, but the perception of value. Only when people perceive the value they are getting as higher than the cost will they respect the deal you offer.

Deserve trust

Clients want to trust you. They want you to remain true to the ideals and aspirations you share with them. Practice what you preach. Never let them down.

Never, ever fail the reliability test

Expectations sky-rocket - today reliability is the charge on the door before the show begins.