

# The TCM System™

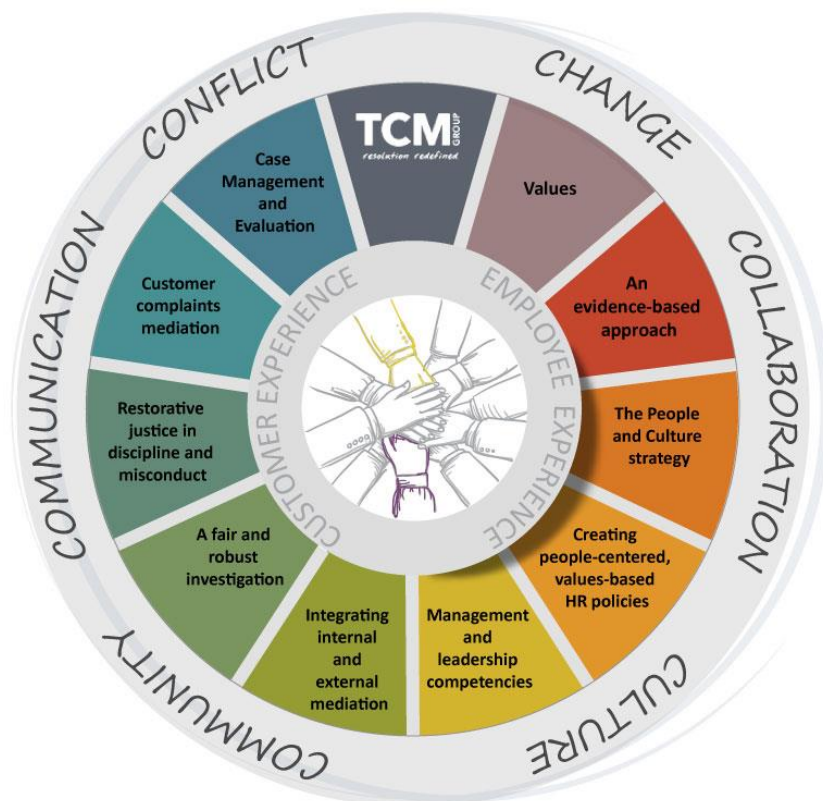
How to embed a person centred and values based culture within your organisation.

## Introduction

The TCM System™ is a tried and tested framework for use by business leaders; human resources and OD professionals; learning and development professionals; and employee relations specialists. It embeds a person centred, values-based culture within our customers organisations.

The TCM System™ puts the core values of the organisation at the heart of its People and Culture Strategy and it helps organisations to reframe their behaviours, rules, HR policies and management competencies, - making them less about risk management and more about people management.

By aligning employee experience with customer experience, The TCM System™ underpins a happy, healthy and harmonious workplace culture/ This in turn creates a higher level of engagement, wellbeing and productivity. Ultimately, The TCM System™™ underpins growth, adds value and drives competitive advantage.



## **The six Cs of TCM: Change, Collaboration, Culture, Community, Communication.**

TCM supports organisations to generate a person centred, values-based People and Culture Strategy. In 2001, when it was first set up, TCM was primarily focused on managing Conflict and Change. However, since that time we have been told that the work that we do covers pretty much every element of the modern workplace - from the boardroom to the shop floor. Our work also spans the entire employee lifecycle, from the moment that a new employee walks into their interview to the moment that they walk out of the door for the final time. It's funny how many words that start with C are positive adjectives which could be used to underpin the work that we do. However, we have chosen these six because we have seen first-hand their impact and effectiveness for our customers.

### **Aligning employee experience with customer experience**

The TCM System™ aligns Employee Experience with Customer Experience. Aligning your employee value proposition with your customer value proposition. The aim is to create an engaged, productive and healthy workforce who delight in delivering outstanding customer service. Using the principles of Positive Psychology, this alignment creates flow within the organisation – a flow of ideas, innovation, insight and learning (all sources of happiness). It also gives a coherent meaning and direction to everyone within the organisation. Critically, it removes any perception that there is competition for focus, value or resource between the employee and the customer. At a basic level The TCM System™ is predicated on a simple belief: When the employee is happy, the customer is happy and when the customer is happy the employee is happy.

### **Values – the golden thread.**

It all starts with your organisation's values. The values are the golden thread upon which every other part of The TCM System is attached. The TCM System™ transforms values from nice words on a lobby wall into a living and breathing part of employee experience and customer experience. We integrate our customers values into their HR policy frameworks, their employee relations processes, their recruitment and induction processes, their leadership competencies and management behaviours, their reward and performance systems and their supply chain and customer relations systems. At TCM, we are passionate about unlocking the values of values. Next to your people. we believe that your values are the most valuable, yet underused, resource within your organisation.

### **An evidence-based approach**

Organisations adopting The TCM System™ gather quantitative and qualitative data to underpin their transformation; to develop a road map for their journey and the development and implementation of their People and Culture Strategy. The data are then used to target resources and to engage a wide range of stakeholders into the design of The Strategy. These data can then be used as a baseline for measuring the impact of the changes. In essence, they are used to measure and evaluate the Return on Investment (ROI)

from a TCM System and to provide a basis from which to grow, develop and adopt the People and Culture Strategy.

## **The People and Culture Strategy**

Broken relationships, disengaged employees, unhealthy teams and unresolved conflict present a significant strategic risk to any business. The risks are not simply limited to money, time, stress, productivity, reputation and competitive advantage. It can also mean that organisations may be unable to attract or retain top talent. TCM supports organisations to develop, or review, their People and Culture Strategy. We work with our customers to ensure that the Strategy is aligned to their core aims and objectives; that it delivers a person centred, values-based approach; and that it unlocks the amazing potential of every one of their leaders, employees, customers, suppliers and stakeholders. TCM's People and Culture Strategies are about building trust, delivering compassion, institutionalising respect, celebrating diversity and promoting dialogue.

## **Person centred, values-based HR rules and policies**

The TCM System™ encourages organisations to reframe their existing Human Resources Policies and employee handbooks. Most HR rules and policies focus on compliance and consistency rather than people and relationships. In so doing, many HR policies, processes and procedures promote an adversarial mindset in the people who use them. These mindsets undermine relationships and put a strain on the parties. The most destructive policies in the employee handbook are the traditional GBH procedures – Grievance and Bullying and Harassment procedures. The reality for a great many people is that the GBH procedures are stressful, divisive and damaging. Organisations like Aviva and Capgemini are rejecting their GBH procedures in favour of a single **Resolution Policy™**.

## **Management and leadership**

The TCM System™ is about aligning your values, vision and strategic objectives with your leaders and managers competencies and behaviours. Emotional intelligence, principled negotiation, communication skills, compassion, mentoring, coaching and of course conflict competence all feature in The TCM System™ management competency framework. This is not the soft option! These are tough management skills. It's about creating confident, competent and courageous leaders and managers and equipping them with the skills that they need to handle 21st Century problems. TCM develops a wide range of management and leadership programmes and we utilise the very best in blended learning to ensure that our messages stick and that they can be applied in a practical and real-world context. After all, the biggest barrier to delivering a modern, person centred, and values-based form of leadership and management are three small letters BAU. We don't let Business As Usual get in the way!

## **Making mediation mainstream**

Mediation is a powerful way to resolve a complaint, a conflict or a legal dispute. In fact, mediation is the most effective of all of the dispute resolution systems securing a successful outcome in over 90% of cases. However, mediation is often underused and widely misunderstood. TCM delivers professional mediation service and training. We also help organisations to embed inhouse mediation schemes and we provide everything that an organisation could need to set up, run and evaluate their inhouse mediation scheme. We were the first company in the UK to see the benefits of establishing an inhouse mediation scheme and we have been leading the way ever since. TCM runs the UKs benchmark qualification for workplace mediators The National Certificate in Workplace Mediation™. We also run one and two-day courses for HR, managers and others who may benefit from mediation skills as part of their roles.

## **A fair and robust investigation**

The TCM System™ is primarily about co-creating constructive and collaborative remedies to workplace issues. However, in any organisation, there will be situations where this is not immediately possible - where the behaviour or the situation is so serious or it so unclear, that it warrants a formal investigation to assess what went wrong and why. In these cases, an investigation or a neutral evaluation can be used to identify the causes and the impact of a situation in such a way as the organisation can then apply a remedy or a formal sanction. TCM delivers the highest quality investigation, audit and neutral evaluation services for numerous organisations. We also offer three levels of investigation skills training: from an introductory course to advanced investigation skills.

## **Restorative justice (RJ) in complex cases**

In some cases of bullying, harassment, discrimination or misconduct, it is preferable to allow the parties to enter into dialogue as an alternative to a formal process or once any formal processes have been concluded. RJ is a truly inspiring method which allows all parties to examine the nature of the behaviour and its impact. Restorative Justice is an advanced form of mediation. The facilitator gives a voice to the complainant and allows the subject to understand the impact of their behaviour directly from the person affected. TCM also uses video conferencing technology called **TCM Online™** to bring parties together to 'test the water' before they meet each other. This gives the victim full control over the process – if they don't feel happy or safe, they can literally pull the plug on the meeting.

## **Resolving disputes with customers and along the supply chain**

More and more organisations are placing open and transparent dialogue at the heart of their customer experience strategy or how they resolve issues along their supply chains. Mediation and constructive problem solving plays a pivotal part in achieving this. For instance, TCM and HMRC have been working in partnership to design and embed a tax dispute mediation scheme which is helping thousands of tax payers to resolve their dispute

without the need for a tax tribunal. TCM have also been integral in helping the NHS to adopt mediation to resolve complaints from patients and their families. More and more police forces are using TCM's FAIR Mediation Model™ to help resolve complaints being made against police officers.

### **Case management and evaluation**

The TCM System™ requires ongoing monitoring, analysis and evaluation to ensure that the cost benefit (ROI) is being measured and can be reported to board and senior management teams. However, most HR and ER case management systems could not cope with a modern People and Culture Strategy and they would fall over in shock if they saw The TCM System™ (not literally of course). The importance of a good case management system cannot be overstated. If you are running an outdated case management system which tracks against outdated HR and ER procedures, it will be difficult to drive the kind of changes that you need to develop a person centred and valued based culture. To assist our customers, TCM has developed a unique People and Culture case management system. It's called **APAXIO**® and we think it is amazing.

**For more details about The TCM System™ and how it could benefit your organisation:**

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