

## TCM Core Values and behaviours



**Our values define us.** They play an important part in every aspect of the business. Our customers, our employees, our associates and our partners benefit from working with an organisation that is clear about its values and beliefs and which is committed to making them a living and breathing part of the organisation.

### The TCM Core Values:

- **INNOVATION:** we deliver creative solutions to tough business challenges.
- **COURAGE:** we won't stop until your needs and expectations are exceeded.
- **EXCELLENCE:** we work together to be the very best version of ourselves.
- **COLLABORATION:** we work in harmony to help promote harmony.
- **INTEGRITY:** we can be trusted to deliver on our promises.

These values were discussed and agreed at a TCM team away day on the **13<sup>th</sup> April 2015**. We all agreed that these values need to be visible and shared across the organisation. To achieve this, we will make them visible within the following areas of the business:

1. Recruitment and selection processes
2. Employee induction
3. Behavioural frameworks
4. Performance management/PDRs and probationary reviews
5. Marketing and PR
6. Sales Proposals

## The TCM Behavioural Framework

This framework sets out the behaviours expected of all TCM employees, managers and consultants. The indicators and contra-indicators are offered as an example of the behaviours for each value; they are not an exhaustive list.

Value	What it means	Aligned behaviours	Mis aligned behaviours
Innovation	<b>Generating, implementing and evaluating ideas that make a difference.</b>	I listen to our customers to identify their needs. I want TCM to be the best I've got a great idea Can we do this better or differently? Can I take a lead on this?	Good enough is good enough I don't care I don't get paid to come up with ideas It's someone else's job Why should I bother? I'm too busy
Courage	<b>to make a difference to challenge and to be a critical friend – always with respect</b>	Having convictions and setting them out clearly and honestly Being willing to challenge and to offer new ideas – always with respect Having the courage to have difficult conversations	Just accepting the status quo Not taking responsibility for change - being passive Not speaking out when you have the chance but moaning to others afterwards.
Excellence	<b>Every TCM employee and consultant strives to be the best that they can be.</b>	Is driven by their own and TCM success Is a subject matter expert in every aspect of their roles Is willing to act as a mentor to others Has an eye for detail Is always looking for ways to improve the way that they work	Accepts second best Accepts typos, errors and mistakes in their work Doesn't share with others Is not willing to mentor to others. Doesn't keep up to date with best practice and trends in their area of work
Collaboration	<b>Working in harmony with each other and with our customers and partners</b>	Communicative, warm and enthusiastic approach Always seeking out opportunities to share ideas and to develop new ways of working Willing to take part in project teams and task/finish groups Willingness to jump in and support others.	Cold, sullen or unenthusiastic approach Moody and hard to engage with Passive aggressive Head down, no attempt to engage with others
Integrity	<b>Being trustworthy, being honest and keeping our promises</b>	Being open and honest Telling the truth Having awkward or difficult conversations Being empathetic towards others Being open and transparent in our dealings with others Standing by our customers, colleagues and TCM Going the extra mile Supporting the business, your colleagues and your customer, even when the going gets tough.	Spreading gossip Moaning behind people's backs or in emails Manipulating people and situations Avoiding difficult conversations Acting in a way that undermines TCM's commercial interests Sharing commercially sensitive information with people outside of the business