

# THE DOWDS WAY

VISION, VALUES  
& BEHAVIOURS



dowds  
GROUP



# INTRODUCTION

‘The Dowds Way’ has been created to harness the key elements of our company culture.

We have followed the development process (right) to build a model that formalises ‘the Dowds way of doing things’ - providing clarity for existing staff and a guide for new members of our team .

Going forward, we will use the values and behaviours set out in this document to guide our decision-making and to create a structure against which our employees are assessed and rewarded.

We hope you will find it a useful tool.



James Dowds  
Managing Director



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# MISSION

## MISSION STATEMENT:

A BRIEF DESCRIPTION OF DOWDS  
FUNDAMENTAL PURPOSE. IT ANSWERS  
THE QUESTION, "WHY DOES  
OUR BUSINESS  
EXIST?"

**“To carry out our operations to the highest levels of health & safety and quality standards and commit to make people our priority to maintain a profitable and sustainable company.”**

# VISION

VISION STATEMENT:  
CLEARLY AND CONCISELY COMMUNICATES OUR OVERALL  
GOALS AND SERVES AS A TOOL FOR STRATEGIC  
DECISION-MAKING ACROSS THE COMPANY.

"To be an employer and partner of choice, with growth in people, customer relations, turnover and margin with health and safety embedded in the company culture.

We aim to excel in service and delivery thereby enhancing the Dowds brand and setting the benchmark against which our competitors are measured."

# CORE VALUES

## CORE VALUES

CORE VALUES ARE WHAT SUPPORT THE VISION, SHAPE THE CULTURE AND REFLECT WHAT DOWDS GROUP VALUES. THEY ARE THE ESSENCE OF OUR IDENTITY – OUR PRINCIPLES, BELIEFS, OUR PHILOSOPHY.

### **PEOPLE:**

The success of Dowds Group depends greatly on our people, their drive and their contribution. Our culture fosters happier, healthier and more fulfilled employees, and ultimately better business performance.

### **HEALTH & SAFETY:**

We ensure that a health & safety driven ethos of knowledge, commitment and communication is fostered throughout our Company, lead by our senior management team.

### **QUALITY:**

We take pride in carrying out our operations to the highest standard and deliver services that exceed our clients' expectations.

### **BUSINESS SUSTAINABILITY:**

We strive to increase the efficiency and profitability of our company, for the long-term benefit of our customers, staff and stakeholders.

# BEHAVIOURS

Dowds Group expect that all employees will conduct themselves in a professional manner when interacting with others or when managing colleagues. All members of Dowds should consider their own behaviour and the impact that this can have on others.

While we recognise that our personalities, characters and management styles may differ – the 5 C's below outline the certain behaviours that govern how a Dowds employee should be:

COLLABORATION

COMMITMENT

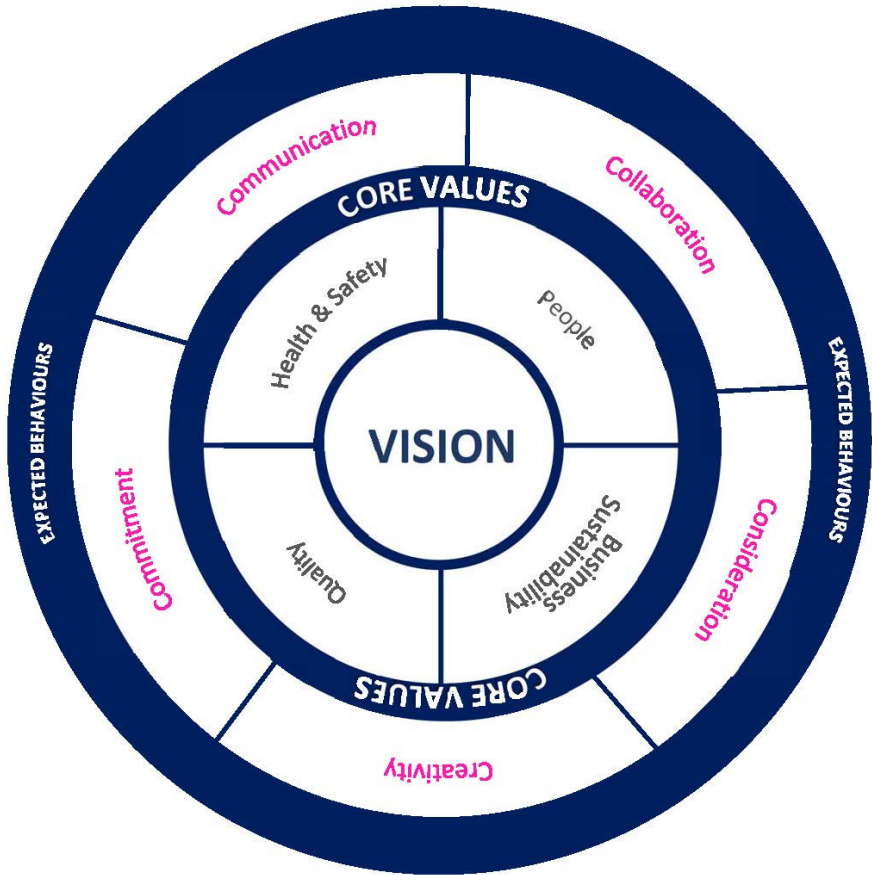
CREATIVITY

CONSIDERATION

COMMUNICATION



These behaviours are drawn from our core values and are what will ultimately help us to achieve our vision.



# COLLABORATION

WE ADOPT A COLLABORATIVE WORKING STYLE WHICH EMPHASISES TEAMWORK, TRUST, AND TOLERANCE FOR DIFFERING OPINIONS. WE PUT THE INTERESTS OF OUR TEAMS AND THE COMPANY OVERALL BEFORE INDIVIDUAL ACHIEVEMENT AND PROMOTE A TEAM ETHOS ACROSS ORGANISATION BOUNDARIES.

## WHAT GOOD LOOKS LIKE

- We take time to think about what others expect from us
- We prioritise and organise our workloads to consistently carry out our tasks in a timely manner and to optimum quality - avoiding putting pressure on others
- We take an active interest in what is happening more widely in the company, participating in team and wider meetings
- We support and encourage others to develop their knowledge, skills and behaviours
- We do not focus exclusively on own job or work area
- We know our limitations, we do not over-commit and we communicate any expected delays in delivery at the earliest opportunity
- We are realistic – we say no, when a job can't reasonably be done
- We share information that could help colleagues in our team and other teams
- We are not unduly intolerant of mistakes and do not apportion blame
- We focus on the strengths of others, not on their weaknesses
- We address conflicts early and challenge inappropriate behaviour

## LINE MANAGER BEHAVIOURS

Inspire and motivate others, whilst being mindful of day-to-day pressures.

Encourage a company-wide perspective, ensuring that communications promote a 'team' rather than 'us and them' culture.

Provide clarity about responsibilities and accountabilities, ensuring that working arrangements, resources and processes respond to different needs, abilities, values and ways of working.

Ensure that your team know how their work relates to the Company, making links between the individual and wider objectives clear and motivating colleagues towards the achievement of the company goals.

Encouraging and trusting others to take responsibility  
Sharing good practice, the team has identified with other areas of the company.

# COMMITMENT

WE ARE ALL CHAMPIONS OF OUR COMPANY. WE TAKE PERSONAL RESPONSIBILITY FOR ACHIEVING OUR OBJECTIVES. WE DO WHAT WE SAY WE SHALL DO. WE DO WHAT IS RIGHT, NOT MERELY WHAT IS EXPECTED. WE ACT WITH OPENNESS, INTEGRITY AND TRUST. WE ASK FOR HELP, ADMIT TO OUR MISTAKES AND PUT THINGS RIGHT.

## WHAT GOOD LOOKS LIKE

- We are committed to the company and do our best to attend work and give our best efforts in all we do.
- We endeavour to complete any tasks that we have been designated.
- We are responsible for the specific duties that go along with our job.
- We consistently do the right thing in all aspects pertaining to our job.
- We work together towards a common goal for the business.
- We don't bring problems without solutions and avoid placing blame.
- We display a positive work ethic and take personal pride in our work.
- We demonstrate a willingness to not only ensure the job is done, but also accept responsibility for the results, good or bad.
- We bounce back quickly from setbacks,
- We accept constructive criticism and act on it,
- We learn from our mistakes,

## LINE MANAGER BEHAVIOURS

Set realistic and achievable targets and deliverables for your employees so they are motivated to complete tasks on a regular basis.

Lead by example by role modelling accountability within your team - Follow through on your promises, own up to your mistakes, and give feedback even when it isn't easy.

Don't micromanage – constantly monitoring employees is likely to lead to mistrust and means you won't have time to do your job.

Give timely feedback - If you notice an employee's performance is dipping, give them feedback on it – don't wait until their next appraisal. If poor performance is a consistent problem, do not ignore it, follow our performance management procedures to address it.

Don't punish mistakes – employees should feel empowered to try new things.

# CREATIVITY

DOWDS EMPLOYEES ARE ALWAYS LOOKING FOR A BETTER WAY OF DOING THINGS, CONTRIBUTING THEIR IDEAS, THOUGHTS AND FEEDBACK TO ENSURE THE BUSINESS IS ALWAYS IMPROVING AND IS A BETTER PLACE TO WORK. PREFERRING TO MAKE SUGGESTIONS RATHER THAN WAITING TO BE ASKED, THEY ALSO UNDERSTAND THE VALUE OF MAKING SMALL CHANGES THAT WORK RATHER THAN CHANGING FOR THE SAKE OF IT.

## WHAT GOOD LOOKS LIKE

- We provide suggestions and new ideas for process improvement, customer excellence, and/or cost effectiveness.
- We are prepared to 'have a go' at trying new ways of doing things or others' ideas.
- We question currently accepted ways of doing things.
- We think in terms of options when identifying solutions.
- We use resources creatively and think laterally to identify new solutions.
- We have a flexible approach to problem solving.
- We look beyond the obvious and immediate information when generating solutions.
- We demonstrate resourcefulness in identifying and exploiting trends and developments.
- We take time to think about the way things are done and whether they can be improved.
- We share ideas with others to ensure that they are practicable.
- We engage with good practice from elsewhere.

## LINE MANAGER BEHAVIOURS

Be open-minded and receptive to change.

Actively encourage and support creative and innovative thinking in others.

Supports team and colleagues to take a risk that will benefit the Company.

Stimulate creative thinking and discussion at all levels.

Creates a working environment where creativity is rewarded and supported.

Setting standards within your team and fostering a commitment to continuous improvement.

Supporting others to find their own solutions rather than imposing all the answers.

Coaching and guiding others in developing and implementing innovative solutions.

# CONSIDERATION

WE DEPEND ON THE RELATIONSHIPS WE HAVE AND RESPECT EACH OTHER AND THOSE WE WORK WITH, OUR CLIENTS AND OUR SUPPLY CHAIN. WE VALUE DIVERSITY OF PEOPLE AND THOUGHT, AND CARE ABOUT THE CONSEQUENCES OF OUR DECISIONS, LARGE AND SMALL, ON THOSE AROUND US.

## WHAT GOOD LOOKS LIKE

- We treat others as we would like to be treated.
- We are honest, open and transparent with those we meet.
- We treat people with courtesy, politeness, and kindness.
- We encourage co-workers to express opinions and ideas.
- We listen to what others have to say before expressing your viewpoint. Never speak over, interrupt, or cut off another person.
- We never insult people, use name calling, disparage or put down people or their ideas.
- We are aware of our body language, our tone of voice, and demeanour in our interactions.
- We treat people the same no matter their race, religion, gender, size, age, or country of origin.
- We praise more frequently than we criticise – we encourage praise and recognition from employee to employee as well as from management.
- We are straightforward and honest in our dealings: we act with integrity and truthfulness



## LINE MANAGER BEHAVIOURS

Perform to high standards, and maintain constructive interpersonal relationships when under pressure.

Give credit - let employees know you used their idea and involve them in the implementation of the idea.

Do not nit-pick, constantly criticise little things, belittle, judge, demean or patronise.

Implement company-wide policies and procedures consistently so people feel that they are treated fairly and equally.

Provide an equal opportunity for employees to participate - include all team members in meetings, discussions, training, and events. While not every person can participate in every activity, do not marginalise, exclude or leave any one person out.

# COMMUNICATION

WE ENCOURAGE OPEN AND TRANSPARENT CONVERSATIONS THAT TAKE PLACE FACE TO FACE, WHERE EVERYBODY UNDERSTANDS WHAT IS BEING SAID AND CONTRIBUTES CONSTRUCTIVELY TO DISCUSSIONS. DOWDS EMPLOYEES ARE AWARE OF THEIR OWN PERSONAL JUDGEMENTS AND PREFERENCES AND ENSURE THEY RESPECT OTHER VIEWS.

## WHAT GOOD LOOKS LIKE

- We communicate on a regular basis with colleagues, clients and suppliers.
- We communicate with clarity – avoiding ambiguity by checking for understanding.
- We listen more than we talk.
- We provide concise information – we avoid ‘waffling’, digressing or giving too much detail.
- We analyse situations and select appropriate method of communication (phone, mail, in person).
- We talk to colleagues and clients as a first point of call and follow up with written communication.
- We deliver information to the appropriate person in a timely manner.
- We keep others informed and explain delays, changes or altered expectations.
- We acknowledge receipt of information/requests promptly and responds in a timely or agreed timescale.

## LINE MANAGER BEHAVIOURS

Give feedback - as well as structured feedback in appraisals our line managers communicate with their employees regularly both formally and informally.

Listen to what our employees have to say – encourage and consider their suggestions.

Consider how to deliver important/difficult information – prepare in advance.

Know their team and adapt their communication style to suit.

Think about confidentiality issues, the best environment to communicate in, and likely responses or reactions and how to deal with these.

# PERFORMANCE

## COMPANY WIDE PERFORMANCE

Key Performance Indicators (KPI's) are measurable values that demonstrates how effectively we are achieving our key business objectives. Our objectives are aligned with our vision statement and as such we have set company and KPI's against the following:

1. Turnover & Profit
2. Commercial Output
3. Design Management
4. Delivery
5. Health & Safety
6. BIM
7. People

## DEPARTMENTAL REPORTING

The KPI's above outline the key areas that drive our business performance - the natural next step is to set departmental performance targets to give each team in the company a clear sense of what they should be aiming for.

By breaking our top level objectives down into smaller concrete targets for each department it makes it easier to manage the process of delivering our strategic objectives.

In this way, targets form a crucial link between strategy and day-to-day operations.

Your Head of Department should keep you informed of your Departmental targets.

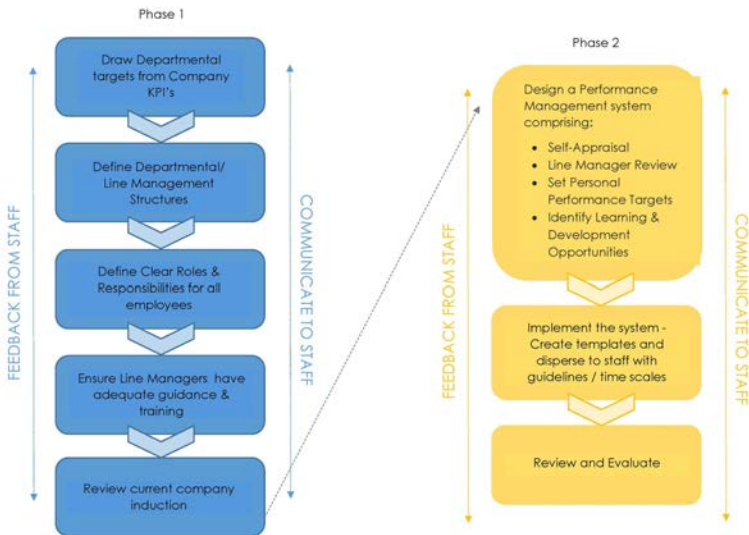
## PERSONAL PERFORMANCE

Going forward your performance and development will be based around both technical competency and an assessment against the expected behaviours outlined in this document.

We will provide the following to assist you:

- Departmental / Management Structure
- Company Handbooks including Policies & Procedures
- Job Descriptions, with Roles & Responsibilities
- Personal Performance Targets

### Dowds Group Performance Management Process



# OUR COMMITMENTS

WE RECOGNISE THAT PEOPLE ARE OUR BIGGEST ASSET AND AS SUCH WE AIM TO BE THE BEST EMPLOYER WE CAN BE  
BELOW WE HAVE LAID OUT 'OUR COMMITMENTS'  
- A STATEMENT OF WHAT YOU CAN EXPECT FROM US AS EMPLOYERS

- Involvement in the future development of the business.
- Fair reward for the work you carry out.
- Opportunities for career progression
- A healthy and safe working environment.
- Ongoing training to allow you to do your job to the required standards.
- Managers and supervisors will have an open and honest relationship with you and will always treat you with respect, even in times of difficulty.
- Enough supervision to make sure you are doing your job properly.
- Support when you have problems with your job.
- Clear guidelines on how to carry out your job to the required standards.
- A working environment which is free from harassment.
- A clearly-defined grievance procedure. The protection of your rights through a system of representation from a trade union where this is appropriate.
- Regular information on:
  - Company performance;
  - Your department's performance;
  - Your personal performance



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