

# LIVING THE TOWER VALUES

By staff, for staff



## What do you mean by *Living the TOWER values*?

It is not only ***what*** you do that is important, but also ***how*** you do it. *Living the TOWER values* builds on the five TOWER values and outlines the key positive behaviours necessary to bring the TOWER values to life.

*Living the TOWER values* are behaviours, which sets out expectations that apply to all staff (including temporary staff). Values run deep and are internal to us, whereas behaviours are seen, heard and felt by everyone. The expectations describe ***how we will*** deliver better outcomes and better lives for people living and working in the borough.

*Living the TOWER values* has been developed from research carried out with Tower Hamlet's staff. The expectations summarise the key ingredients needed so that together we can deliver the outcomes that matter to each other and to our residents in the borough. These expectations sets out how we, collectively, expect all of our staff, line-managers and senior leaders to *behave* when carrying out our roles. When we live the values, and if made part of what we do every day they can help to build a happier, more enjoyable working environment for all our staff.

## How you can *Live the TOWER values*?

Many of us know the TOWER values. Now it is important that you familiarise yourself with expectations connected directly to the five TOWER values, so that you can help create the kind of organisation that we would all want to work in. Specifically, it's important you get to know the level that applies to you, as the values are not just part of how we communicate, think and act, but they are also part of our processes such as the recruitment and selection, PDR (appraisal) and 121s with line-managers. This will then inform your development plan, future career prospects and the overall assessment of your performance.

## How the *Living the TOWER values* works?

It builds on our five TOWER values:



**We work TOGETHER** across boundaries and with partners to achieve the best outcomes for Tower Hamlets



**We are OPEN** and transparent



**We are WILLING** to challenge, innovate and be accountable



**We empower each other to be EXCELLENT** and go the extra mile



**We RESPECT** all communities, they are the heart of everything we do

For *Living the TOWER values*, each TOWER value is followed by a description: ‘why it matters.’ Each TOWER value has four essential expectations – They describe the kinds of behaviours that represent the values in action. Finally, each of the four essential expectations has four positive behaviours levels and an example of *what it is not*.

## How the levels work?

Levels will be set by the line-managers based on job requirement of the role.

Level 1	Level 2	Level 3	Level 4	What it isn't
<ul style="list-style-type: none"> <li>Expectations that apply to everyone at all levels</li> </ul>	<ul style="list-style-type: none"> <li>Expectations for many staff</li> </ul>	<ul style="list-style-type: none"> <li>Expectations for all line-managers</li> <li>Some non-managerial staff will be expected to meet some or all of the behaviours at this level</li> </ul>	<ul style="list-style-type: none"> <li>Expectations for Senior Leadership Team (SLT)</li> <li>A few staff that are organisational experts and required to live some of the expectations at this level</li> </ul>	At least one example of the behaviour not being lived in action.

The levels in the model provide the opportunity to support career progression of staff. Once it is clear what level is expected and staff are living the behaviours consistently, this can then be the basis to aim for a higher level to support career development and progression.

Where professional competencies exist, they can be combined with the *Living the TOWER values* to reduce duplication.

## Living the TOWER Values

For how the levels below are applied, please see the previous section on ‘How the Living the TOWER Values’ works?’



### We work TOGETHER across boundaries and with partners to achieve the best outcomes for Tower Hamlets

**Why it matters:** We are one team. One Tower Hamlets. Our success depends on working effectively with colleagues in our own teams, but also across other functions, areas and regions, as well as with our partners. We need to support one another, learn from one another and help one another to achieve the best outcomes for Tower Hamlets. This means working together towards a common goal, to make Tower Hamlets great and serve our communities.

We LIVE this by:	Level 1	Level 2	Level 3	Level 4	What it isn't – examples
<b>Building relationships</b>	Takes steps to get to know people within in the team and to build positive relationships with them.	Seeks opportunities to build positive relationships with people from other teams and partners.	Takes action to improve team culture and improves relationships across the council and with partners to achieve the best outcomes.	Leads and supports positive working relationships across the council and with partners to optimise outcomes.	Someone who works in a silo and does not consider the needs of the customer.
<b>Developing networks</b>	Has an understanding of the work of other teams that they work with.	Builds networks with key teams they work with, to ensure they achieve the best outcomes.	Maintains and encourages networking across teams to achieve the best outcomes.	Builds effective alliances with a wide-range of stakeholders and partners to achieve better outcomes.	Someone who keeps to themselves. Seeks to take-over situations for their own benefit.
<b>Makes it a better place to work</b>	Looks for ways to help build team spirit and work effectively with other team members.	Actively builds a positive team in the working environment.	Takes swift action to resolve issues or conflicts, to build a positive team culture in the working environment.	Visible, approachable and takes steps to shape a positive working culture across the council and with partners.	Aggravates the situation, when handling difficult situations. Avoids having difficult conversations required.
<b>Collaborating</b>	Shares information with others in a timely way, to deliver the best outcomes.	Shares information and engages others in a timely way to achieve the best outcomes	Looks for ways to collaborate with others early on, to achieve the best outcomes	Keeps abreast of external changes which impacts on delivery, seeking collaborative solutions to achieve the best outcomes	Keeps information to themselves. Provides information at a late stage, when they knew earlier.



## We are OPEN and transparent

**Why it matters:** Being open is all about the way you communicate, great communication can only happen if we are open, honest and transparent. Great communication is the glue that holds organisations together and is key to building successful relationships. It is about getting your message over in a clear and concise way - whether in writing or verbally – and checking that it’s been understood. Being approachable, open and honest builds trust, which also promotes a shared vision and desire to achieve the necessary outcomes required for the further success of Tower Hamlets. This approach enables us to focus and build our own resources in responding to the necessary change that we have to face.

We LIVE this by:	Level 1	Level 2	Level 3	Level 4	What it isn't – examples
<b>Communicating clearly</b>	Shares relevant information, in a way, that is easy to understand.	Checks understanding they are understood by others and explains jargon where needed.	Thinks about the people they communicate with and adjusts their style accordingly.	Connects the 'bigger picture' to audiences own values, goals and ideas.	Someone who holds back knowledge from others. Blames others for failed miscommunication.
<b>Listening, asking, &amp; responding</b>	Uses effective listening and questioning techniques to understand the needs of others	Uses effective listening and questioning techniques to understand the needs of others and act accordingly.	Uses coaching to enable others to find answers and solutions for themselves.	Role models and champions a coaching culture across the council and with partners.	Someone who does not listen and assumes they know what is best for the customer.
<b>Managing change</b>	Takes the opportunity to contribute and be involved in change which affects their job.	Seeks to develop own resilience to manage change, seeking support where necessary.	Facilitates the change required for the team and others to be connected to on-going service requirements.	Strongly facilitates with various stakeholders to deliver the pace of change required for the further success of Tower Hamlets.	Does not take the opportunity to be involved in change. Someone who does not provide relevant opportunities to be involved in change.
<b>Being approachable</b>	Approachable and makes time for others.	Approachable and actively seeks feedback from others to improve how they do things.	Approachable and seeks regular internal and external feedback from people to improve how they and others do things.	Approachable and seeks regular internal and external feedback to improve how they do things and to shape strategy and organisational improvement.	Someone who is not approachable, when others need them.



## We are WILLING to challenge, innovate and be accountable

**Why it matters:** Success can only be achieved if people are willing to be accountable, try new things and get things done. Failures should be thought of as opportunities to learn and develop – there should be accountability but not blame. People need to feel confident to seek feedback and subsequent critique should be respectful, helpful, constructive and solution-focused, in order for innovation to be encouraged.

We LIVE this by:	Level 1	Level 2	Level 3	Level 4	What it isn't – examples
<b>Being accountable</b>	Takes accountability for delivering own work and contributing to that of team.	Takes accountability for delivering own work, setting challenging goals for self.	Takes accountability for setting clear goals and targets and seeks to achieve high standards, for self and others.	Takes accountability for leading the organisation in being ambitious and delivering high standards.	Someone who does the minimum to cover own back and sets themselves lower standards than required.
<b>Learning &amp; challenge</b>	Identifies and speaks-up on providing solutions to problems and obstacles.	Seeks to learn from, both failures and successes, to improve how they do things where required.	Respectfully challenges others, using data and observation to drive improved outcomes.	Ensures progress is measured, reviewed and evaluated to deliver the organisational outcomes required.	Someone who makes excuses and does not learn from mistakes. Someone who makes feedback personal, not based on observation.
<b>Personal development</b>	Ensures they make the best use of the skills they have and identifies development to do their job effectively.	Looks for ways to continuously improve and develop within role.	Ensures that staff have the tools to do the job and uses creative opportunities to upskill others.	Creates a culture of learning, to build capacity and manage talent internally.	Someone who takes no responsibility for their own learning at work.
<b>Improvement and Innovation</b>	Willing to listen and try something new so we achieve better outcomes.	Makes suggestions for better and new ways of doing things.	Leads the way and encourages others, so they achieve continuous improvement with measurable benefits.	Encourages innovation and commits resources for entrepreneurial ideas to achieve better outcomes	Clings on to established ways. Tries something new without considering the consequences.



## We empower each other to be EXCELLENT and go the extra mile

**Why it matters:** This is about understanding how you can look for ways to build your confidence, autonomy and empowerment to be the best you can be and go the extra mile. It's about taking responsibility for your own engagement and development so that you can develop and grow with the skills, abilities and desire to go the extra mile and be excellent in everything you do. Being empowered enables us to support others and show appreciation to others when they have helped us.

We LIVE this by:	Level 1	Level 2	Level 3	Level 4	What it isn't – examples
<b>Having purpose &amp; personal motivation</b>	Understands how objectives contribute to the overall purpose of the council and is positive about the future.	Understands the organisations direction of travel and actively supports that in their work and interactions.	Defines clear objectives, expectations and roles to motivate their team to the vision, as well as inspiring their team to achieve their best.	Get others excited about Tower Hamlets vision, strategy, values and goals and how they can make a difference.	Someone who takes no responsibility for their own motivation at work and has a negative attitude towards the organisation and how it does things.
<b>Being empowered</b>	Does work, within own area, without being asked or told to do it, because they can explain the difference they have made.	Takes the initiative to improve outcomes because they can explain the difference they have made.	Gives others the space to take positive risks, whilst being on-hand to provide support and guidance.	Delegates decision-making where appropriate, whilst supporting and managing organisational risk.	Someone who waits to be told what to do. Someone who points the finger of blame when things go wrong.
<b>Focusing on support and wellbeing</b>	Find ways to ensure they have a good work-life balance and seeks support when they need it.	Supports others to achieve a work-life balance and makes time for others when they need someone to listen to them.	Promotes well-being at work and checks-in with team members, signposting to support where needed.	Actively seek out ways to support and promote well-being across the organisation.	Does not make time for others. Does not support others to achieve a work-life balance and is not aware of the support available.
<b>Making colleagues feel appreciated &amp; valued</b>	Says 'thank you' when others have helped them.	Lets people know when they have made a difference and shows appreciation through internal recognition schemes.	Actively recognises the successes and achievements of others, acknowledging them in creative ways.	Actively champions successes and 'good news', across the organisation and externally, to inspire and excite others.	Takes credit for other people's contribution. Does not say 'thank you' when other people do a good job.



## We RESPECT all communities, they are the heart of everything we do

**Why it matters:** A customer\* is anyone that is not me. Our communities and customers are at the heart of everything that we do. We need to understand who makes up our communities, what they do, the challenges they face, manage expectations, as well as how we can support and learn from them. In addition, our internal communities and our external customers are the life blood of Tower Hamlets. So in the same way we need to understand who they are, and recognise and embrace their differences. This enables us to understand what each and every person can bring to our organisation.

We LIVE this by:	Level 1	Level 2	Level 3	Level 4	What it isn't – examples
<b>Understanding our customers * needs</b>	Listens to customers and take time to understand their point of view.	Actively listens to customers and takes steps to making things better for customers.	Uses customer feedback to actively improve customer outcomes and the way services are delivered.	Actively contributes to building a customer-focused-culture across the council and with partners.	Someone who does not take on board the needs and requirements of customers.
<b>Learning from customers*</b>	Seeks feedback from the customer to understand and manage expectations.	Shares customer feedback as appropriate to improve the customer experience.	Uses customer feedback data to make improvements to how we work, to achieve the best outcome.	Uses customer data to shape strategic direction of the organisation to optimise outcomes.	Someone who does not share feedback or act on it.
<b>Being a customer * ambassador</b>	Takes ownership and does what they say they will do, within a set timeframe.	Takes ownership of more complex issues, whilst keeping the customer informed.	Makes changes in the team to improve customer service and to improve customer satisfaction.	Initiates new programmes and makes changes to improve the customer experience and access.	Someone who makes promises that they or others can't keep. Does not keep customers informed, especially when there is a delay.
<b>Respecting diversity and being inclusive</b>	Is polite, helpful and incisive towards people from our diverse community.	Open-minded and appreciates alternative cultural perspectives, taking it into account when delivering service.	Ensures that they and others value the diversity of all people they work with and takes this into account in developing the service.	Seeks ways to harness the opportunities presented by the diverse workforce and community.	Someone who is intolerant of people who may have different beliefs, ideas or values to them.