

Good Practice Power Hour

Summary Sheet

Organisation Name:	Howorth Air Tech
Sector:	Manufacturing
Size:	SME
Website:	https://howorthgroup.com/
Charter Status:	Member
Characteristic:	Engagement & Voice

1. What is your good practice?

Our good practice is known internally and externally as “The Howorth Way”. It is our values & behaviours framework that underpins everything that we do as an organisation.

2. Why did you decide to implement this?

We knew that we had a really strong purpose and some great people but we were constantly struggling as a business. We reflected and realised success was in our own hands, so it was about our own attitudes and behaviours.

By having a set of values and behaviours, it would ensure all employees knew what was expected of them and that we shared the same common purpose.

3. How did you introduce this to the organisation?

We spoke initially with our managers about why values and behaviours were important and gave them examples of how great organisations operated. We asked the managers to go and talk and listen to their team members about what values were important to them and then we selected the 3 most popular values. Under each value we developed a behaviours framework and then rolled it out across the business vowing to live and breathe the values and behaviours every day and in everything we do. Every member of the team was given a copy of the book and it is also available electronically.

Involving employees in the creation of The Howorth Way was crucial to us and we believe it had had a big impact on its success, as employees felt ownership towards them.

4. What has been the impact of the practice for employees and the organisation?

The impact has been phenomenal and it is constantly referred to across the business and outside the business. It has transformed the atmosphere, how people interact with each other and employee engagement, retention and satisfaction has dramatically increased.

We take the presentation into our supply chain as it's important for us that they share our values. As leaders we regularly self-assess ourselves to ensure we continue to uphold the values and they are incorporated into our performance management processes. The results have been phenomenal from a financial perspective, turning a once failing company into a successful and profitable company.

5. What advice would you give other organisations?

My advice to other organisations is define your purpose, engage, develop and support your people and then involve them in developing a set of values that resonate with their businesses. When you do that ensure that it doesn't become corporate wallpaper. Live and breathe your values.