

## The No Dickhead Policy

Our aim is to create a dickhead-free environment within our business. Dickheads are bad news. They drain energy, they frustrate, and they are quite simply, annoying people. They are bad for morale, and bad for teamwork. They undermine trust and have a toxic effect on our working culture.

We therefore deliberately take a strong line on people who exhibit dickhead behaviour in our workplace.

*Quite simply, if you behave like a dickhead this isn't the place for you.*

People who behave like dickheads, or people who do dickhead things, will usually find out that there is someone in our business who politely, but firmly tells them that their dickhead behaviour is unacceptable and must stop. Usually, we find that this is enough for the dickhead to refrain, to sense check their behaviour and to reflect on this. Regrettably in some cases, this does not happen, and they are then asked to leave the business.

When dealing with dickheads in the workplace, one of the first things to realise is that most of the people who are dickheads at work do not actually realise they are. The dickheads' own ego can prevent them from owning and taking responsibility for their behaviour. This policy aims to inform and educate people about the problem of 'dickheadery' at work. We hope that people who are dickheads may reflect and rethink their behaviour, but as they are dickheads, they are unlikely to.

*Are you, or do you have a dickhead working on your team?*

We must all be vigilant and prepared to protect our team and wider culture from being infiltrated by dickheads. Dickheads can be manipulative in their approach. We screen for dickhead behaviour specifically during our hiring process.

*This is a great place to work, and we're not going to spoil it by hiring or tolerating dickheads here.*

We can all take steps to reflect on our own behaviour to ensure it is not slipping into something approaching dickheadedness. This can happen sometimes, for example when we're stressed or having 'one of those days'. It is what makes us human. Isolated examples of dickhead behaviour can usually be solved quickly by giving ourselves a good talking to. If examples of dickhead behaviour are repeated or become a pattern it then becomes a more serious problem.

### **Our definition of a dickhead...**

Providing a single and encompassing definition of a dickhead is difficult. Dickheads come in many varied forms. We probably all have shades of dickheadedness in us from time to time. This policy encourages honest reflection of dickhead behaviour so that we can change for the better.

*We encourage dickheads to rehabilitate, this means we are doing the right thing not only for our business, but also doing something good for wider society.*

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It is important we think about the impact of our behaviours on the people we work with. The behaviour of dickheads can manifest itself in different ways. If left unchecked and unchallenged, dickheads can cause huge damage. We all have a responsibility to call out and challenge dickhead behaviour if we see it. This includes challenging ourselves. We have noticed some common characteristics of dickhead behaviour, which we want to share with you:

- Self-centredness.
- Dickheads put themselves ahead of the team.
- Have a sense of entitlement.
- An expectation that rules do not apply to them.
- They can be deceitful.
- They can be loud about their work.
- Inflated ego.
- Taking credit for other people's work.
- They believe they are better and superior to others.

*A dickhead makes everything about them...*

### **Playing your part**

It is not just up to leadership to be alert to dickhead related behaviour. We all have a vital role to play here. Our 'no dickhead' policy is designed to prevent bad apples and their accompanying self-centred behaviour. We know how much damage dickheads do, so we make this commitment.

*However talented, skilled or brilliant at your job you are, if you are a dickhead you must change and change quickly. If you refuse to change, then you are no longer welcome in our business. Even if you are a top performer, earning lots of money for our business, being a dickhead means you are not welcome here and this is not the place for you.*

Nothing is more important to us than protecting our team members and culture in this way. Our 'no dickhead' policy applies to every single person in our organisation. We know that dickheads can and do operate at all levels and in all roles.

### **We do not promote or reward dickheads**

We like people who are ambitious and want to develop their careers. The way to do this is by being the best you can be at your job, achieving great results, thinking team not 'me', and being kind to people. There is no i in team but there is in dickhead. We know that dickheads are bad for workplaces, dickheads in positions of power are even worse. The problems multiply. In our business, we do not promote or reward dickhead behaviour.

### **Checking dickhead behaviour**

Here are a few hints to check dickhead behaviour

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1. Being inappropriate or offensive is an example of dickhead behaviour;
2. Thinking you are better than someone else is a classic dickhead move;
3. If you see someone new in the business, and you do not help them to feel welcome and settle in, this is slipping towards dickhead territory.
4. If you say something insensitive or unkind, but your pride prevents you saying sorry, you are a dickhead.
5. Hijacking meetings by talking about yourself constantly or talking over other people is a classic dickhead move.
6. Discounting or rejecting someone else's opinion simply because you disagree with them is an example of dickhead related behaviour.

## **Ownership**

The ownership of this policy rests with our fantastic team members. Every single one of us. The mutual trust we need to have in each other to do our best work is essential. Dickheads erode and damage trust in teams that is why we have a zero-tolerance approach to dickheads. We trust our brilliant team members to be the best judge of dickhead behaviour in our business. We work in a great company, and therefore rigorously enforce our no dickhead policy to ensure it stays that way.

*We do not accept breaches of our health and safety policy, and we do not accept breaches of our no dickhead policy either.*