

# How we do things



## Our Values & Behaviours in Schools



Ours is a council that has committed to putting values at the heart of its effort to achieve the organisation's core purpose of making a positive difference every day to people's lives.

It goes without saying, therefore, that everything we do and every conversation we have needs to be driven by a collective commitment to demonstrating these values in our daily behaviours. It is our shared responsibility to support and challenge one another to live up to the expectations set out in this guide and, critically, to ensure that we do our utmost to put our citizens first by delivering outstanding services, excellently. In this way, together, we can achieve our full potential – for our communities and ourselves.

*Mark Rogers, Chief Executive*

# Our Values & Behaviours in Schools

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We put citizens first,  
especially young citizens

We are empathetic and respectful in everything we do

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We are true to our word

When we make promises we keep them

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We act courageously

We lead, we manage and we tackle the difficult issues:  
every day, every one of us

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We achieve excellence

We aspire to get things right first time every time

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# We put citizens first, especially young citizens

TOO

LITTLE

Lack of ownership/responsibility

No respect or consideration for others

Little or no value on others' views/requirements of the school community

Passed from person to person

## JUST RIGHT

Makes time to listen carefully to people to understand their needs

Treat all people with complete respect and understanding

He/She put themselves in the shoes of others to deal with their issues

He/She is patient and helpful person

He/She always treats people with kindness – 'the human touch'

*Put ourselves  
in their shoes*

Makes empty promises

Uses political 'spin' and jargon

Is patronising in communication

Puts more emphasis on process than outcomes

Doesn't consider impact of decisions

TOO

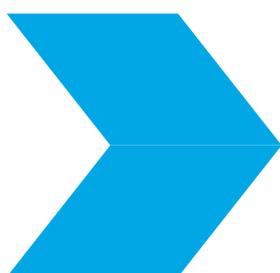
MUCH

# We are true to our word

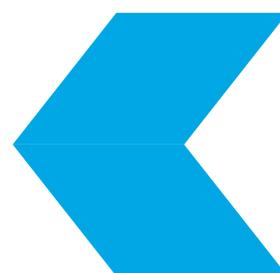
*TOO*

*LITTLE*

Settle for less than promises  
Doesn't care  
Is over negative  
Keeps things to themselves  
Not aware of role and school aims and purpose  
Doesn't deal with issues



## JUST RIGHT



Makes time to build trusting relationships  
Makes sure people who are affected are involved and kept well informed  
Gives pupils and colleagues ongoing feedback that helps them improve their performance  
Shows he/she believes in what they say  
Promptly addresses any problems

*A promise is a  
pledge of what  
we will do*

Makes unrealistic promises  
Becomes over sensitive  
Doesn't think about delivery of message  
Is over critical  
Gives too much information  
Becomes inflexible Becomes too rigid  
Upsets people

*TOO*

*MUCH*



# We act courageously

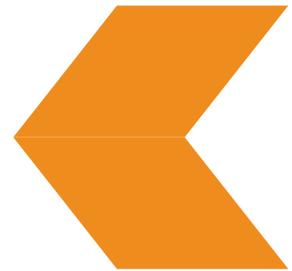
*TOO*

*LITTLE*

Walks away from making or accepting tough decisions  
Overly consults  
Is not prepared to move out of comfort zone  
Looks for reasons not to change  
Hides mistakes



## JUST RIGHT



Unafraid to ask challenging questions  
Courage to speak out on difficult issues  
Uses his/her initiative to do something different  
He/She has difficult conversations when necessary  
Embraces new ways of working to encourage change

*Willing to challenge  
'we always do it this  
way'*

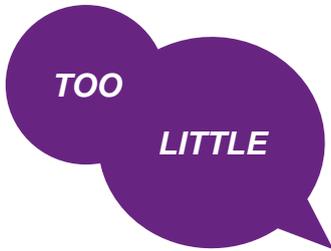
Acts with aggression  
Undermines others  
Is autocratic  
Is more competitive than collaborative

*TOO*

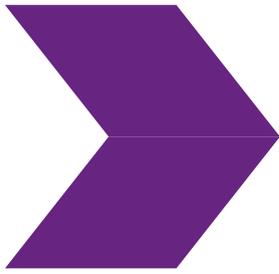
*MUCH*



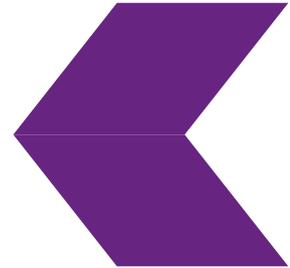
# We achieve excellence



Not having tried as hard as you can  
Takes no notice of others' strengths  
Not caring about performance  
Is risk averse  
Is not interest in developing others  
Doesn't try enough  
Is passive  
Allows behaviour to go unchallenged  
Doesn't bother to learn from mistakes



## JUST RIGHT



He/She gives their very best, every day  
Looks for ways to keep doing his/her job better  
Helps pupils and colleagues achieve and celebrate their objectives  
He/She recognises mistakes and does something to put it right  
Asks for feedback to improve his/her performance



Becomes exhausted and stressed  
Unrealistic and unworkable ideas  
Delegates too much to others  
Continually worrying about performance  
Takes too many risks  
Pushes others too far  
Tries too hard  
Is aggressive and challenges too much





**We put citizens first, especially  
young citizens**

**We are true to our word**

**We act courageously**

**We achieve excellence**