



Girlguiding

# Values in action framework

A framework to help all our people know what it  
means to live by our values

## Our values | Summary

### **We are inclusive**

We create a place where everyone is welcome, is free to be themselves and has an equal sense of belonging – whoever they are and wherever they're from. We value and celebrate different experiences. We want all levels of Girlguiding to be as diverse as the communities we live in.

### **We are caring**

We build positive working relationships, get to know how different people and parts of Girlguiding work, and adapt to help everyone give their best. We respect each other and trust that everyone is doing their best, even when things don't go to plan.

### **We are challenging**

We're ambitious on behalf of our girls, young women and volunteers. We question any activity that doesn't help us achieve Girlguiding's mission. We're all one team, regardless of our role, function or level. We focus on the common good, working together to deliver what girls tell us they want and need.

### **We are fun**

We see that Girlguiding's success is built on volunteers and staff working together as one team. We offer flexible ways to get involved. We keep things simple and, if we can't avoid jargon, we explain it. We make space for team-building and joy, at the same time as getting the job done.

### **We are empowering**

Everything we do is designed and delivered with the people who benefit from it, whether that's volunteers, girls or wider society. If someone needs to be part of things, we make sure they're involved from the start. That way, we work together to get the best result in the most efficient way.

### **We are inspiring**

We know what matters to girls, and we try new things so we can change as the lives of girls change. We share ideas and best practice with each other. We look at what other organisations (in guiding and out of it) are doing, working with them if it means it'll bring the best result.

## We are inclusive

<b>With girls</b>	
<b>We do</b>	<b>We don't</b>
<p>Create a welcoming atmosphere for everyone.</p> <p>Remove barriers, giving all girls their chance to feel included.</p> <p>Give girls the space they need to feel comfortable, and get involved however they want.</p> <p>React to situations thoughtfully, and gently challenge any bias</p> <p>Keep learning. We're always curious, and we ask questions when we need to.</p> <p>Think about the language we use, and make sure it is considerate and inclusive.</p>	<p>Make assumptions or stereotype them. We know that every girl is unique.</p> <p>Use language that makes people feel 'less than'.</p> <p>Play favourites. We treat all girls equally.</p> <p>Fail to make reasonable adjustments to include all girls</p> <p>Use language that excludes and makes any girl feel uncomfortable.</p> <p>Dismiss the way others experience guiding.</p>
<b>With our teams</b>	
<b>We do</b>	<b>We don't</b>
<p>Know and adapt to each other's preferences and capacity.</p> <p>Show empathy for each other.</p> <p>Enable flexibility with working and volunteering arrangements.</p> <p>Use considerate and appropriate language.</p> <p>Role model the values and challenge each other when it's needed.</p> <p>Create a safe space for teams to be themselves.</p>	<p>Behave too restrictively and inflexibly with others.</p> <p>Assume everyone is the same as ourselves,</p> <p>Have unrealistic expectations about commitment.</p> <p>Make assumptions about others' lives outside guiding.</p> <p>Delegate tasks without considering everyone's needs and experiences.</p> <p>Criticise others for being different.</p>
<b>With volunteers and staff</b>	
<b>We do</b>	<b>We don't</b>
<p>Support people to be themselves.</p> <p>Include all adults in guiding, whatever their background.</p> <p>Recognise everyone's unique strengths, and give support where it's needed.</p> <p>Challenge when others aren't being inclusive.</p> <p>Support those who may be discriminated against.</p>	<p>Stay closed to new ideas and viewpoints.</p> <p>Use discriminatory language.</p> <p>Behave in an unwelcoming way with volunteers or staff members.</p> <p>Ignore people who are being discriminatory.</p> <p>See discrimination as someone else's problem.</p> <p>Judge others because they're different.</p> <p>Assume others have the same perspectives and experiences as us.</p>
<b>When representing Girlguiding to others</b>	
<b>We do</b>	<b>We don't</b>
<p>Promote Girlguiding as an inclusive organisation.</p> <p>Talk positively about the diverse experiences that exist within guiding.</p> <p>Get familiar with our policies on diversity and inclusion.</p> <p>Have conversations about what inclusion means for us.</p> <p>Make adjustments to make sure everyone can access and enjoy our events and activities.</p> <p>Ensure that a diverse range of people represent us at events and in all activities.</p>	<p>Make assumptions about people we meet.</p> <p>Let negative reactions from others go unchallenged.</p> <p>Dismiss people's viewpoints because they're different.</p> <p>Respond in defensive or negative ways about our position on inclusion.</p> <p>Exclude anyone. Girlguiding is not a place for 'cliques' or 'tribes'.</p> <p>Talk in a way that isn't aligned with our inclusion policies.</p>

## We are caring

<b>With girls</b>	
<b>We do</b>	<b>We don't</b>
<p>Think carefully about what we say, and how we say it.</p> <p>Teach positive, safe behaviours.</p> <p>Welcome all girls.</p> <p>Act with empathy, and recognise and understand when people find something difficult.</p> <p>Respect everyone's point of view.</p> <p>Take time to listen and understand their concerns</p>	<p>Ignore them.</p> <p>Tell them off or respond in an aggressive way.</p> <p>Disrespect them, or ignore their concerns.</p> <p>Fail to teach or show safe behaviours.</p> <p>Respond in an unsympathetic way when they're struggling.</p> <p>Ignore, or fail to challenge poor behaviours.</p>
<b>With our teams</b>	
<b>We do</b>	<b>We don't</b>
<p>Listen to each other.</p> <p>Recognise the expertise and strengths of those around us.</p> <p>Value and ask for others' opinions.</p> <p>Actively help colleagues who may be struggling.</p> <p>Recognise and praise the efforts of others.</p> <p>Help boost team morale in difficult times.</p>	<p>Apply unnecessary pressure on others.</p> <p>Limit our team's potential.</p> <p>Ignore requests for help from those in need.</p> <p>Ignore the needs of our teams.</p> <p>Allow bullying behaviour to go unchallenged.</p> <p>Minimise or dismiss people's experiences.</p>
<b>With volunteers and staff</b>	
<b>We do</b>	<b>We don't</b>
<p>Think about others before we speak, whether it's in person, in emails, or on the phone.</p> <p>Keep in mind others' working hours and deadlines.</p> <p>Treat others with courtesy, whatever their role.</p> <p>Keep communicating and share appropriate information openly.</p> <p>Value other points of view.</p> <p>Encourage input from others and offer support when needed.</p> <p>Give people enough time to complete work.</p>	<p>Value people differently because they're paid/unpaid.</p> <p>Ignore unkind behaviours towards others.</p> <p>Respond in an inconsiderate way to the needs of others.</p> <p>Ignore people's lives outside of Girlguiding.</p> <p>Discourage the views and input of others.</p> <p>Act carelessly, or respond in an inconsiderate way in emails or on the phone.</p>
<b>When representing Girlguiding to others</b>	
<b>We do</b>	<b>We don't</b>
<p>Respect the views of those outside Girlguiding.</p> <p>Listen carefully to feedback.</p> <p>Act with care and consideration for others at all times.</p> <p>Avoid jargon and communicate clearly and openly.</p> <p>Use social media carefully and with consideration.</p> <p>Treat people politely and respectfully.</p>	<p>Appear indifferent to or too strict with the girls.</p> <p>Ignore the opinions of people outside Girlguiding.</p> <p>Use social media in a negative or inappropriate way.</p> <p>Use jargon or careless language.</p> <p>Act rudely or dismissively to anyone.</p> <p>Act intolerantly or ignore others.</p>

## We are challenging

With girls	
<b>We do</b>	<b>We don't</b>
<p>Encourage a sense of adventure, while also managing risks.</p> <p>Try to discover what's holding girls back.</p> <p>Use positive and encouraging language.</p> <p>Demonstrate the actions we're looking for from others</p> <p>Give useful feedback to help them grow.</p> <p>Work flexibly, and are ready to try things differently.</p>	<p>Respond in a negative or critical way.</p> <p>Allow a stressful, pressured environment.</p> <p>Discourage them from trying new things.</p> <p>Run activities that don't encourage and stretch them to try new things.</p> <p>Disagree with others in front of them.</p> <p>Give inadequate or demotivating feedback.</p>
With our teams	
<b>We do</b>	<b>We don't</b>
<p>Plan bold activities that stretch us out of our comfort zones.</p> <p>Try new things. We're always ready to have a go at something.</p> <p>Show that we're curious. We keep learning and trying new things.</p> <p>Make sure that we're willing to question others, and be questioned ourselves.</p> <p>Question ideas in a helpful way, to add value.</p> <p>Act with confidence, and give helpful feedback.</p>	<p>Stay in our comfort zones.</p> <p>Focus on the barriers rather than what's possible.</p> <p>Deny people the chance to try new things.</p> <p>Give vague or insufficient feedback.</p> <p>Stay quiet when we could question and improve something.</p> <p>Back down too easily when we disagree.</p>
With volunteers and staff	
<b>We do</b>	<b>We don't</b>
<p>Stay proactive and positive when questioning others.</p> <p>Encourage others to question things in a helpful way.</p> <p>Try to confront and question things that are unhelpful.</p> <p>Be open, honest and willing to say what we think thoughtfully to colleagues.</p> <p>Respect different ideas while confidently sharing our views.</p> <p>Keep improving things.</p> <p>Challenge actions that don't support our mission.</p>	<p>Accept without question actions that don't support our mission.</p> <p>Create our own 'workarounds' rather than helping Girlguiding as a whole.</p> <p>Rely on others to inform or challenge us.</p> <p>Act disrespectfully when we hear other people's opinions.</p> <p>Keep quiet rather than speak up with colleagues.</p> <p>Let hierarchy stop us from speaking up.</p>
When representing Girlguiding to others	
<b>We do</b>	<b>We don't</b>
<p>Correct assumptions about what Girlguiding is and aims to be.</p> <p>Show our ambition to be the best we can be.</p> <p>Choose the right way to challenge.</p> <p>Embrace different perspectives.</p> <p>Listen to and accept feedback with good grace.</p> <p>Listen to our members, and the issues that matter to them.</p> <p>Bring drive and enthusiasm to our role at Girlguiding on behalf of girls and the organisation.</p>	<p>Stay in the past, or fail to keep in step with the movement.</p> <p>Keep ideas to ourselves or lack the confidence to see them through.</p> <p>Stay closed to feedback and ideas that help us improve.</p> <p>Focus on negatives.</p> <p>Forget our mission and vision in how we work.</p>

## We are fun

With girls	
<b>We do</b>	<b>We don't</b>
<p>Involve them in planning fun activities.</p> <p>Give them opportunities that they may not otherwise experience.</p> <p>Adapt ideas so everyone can have fun.</p> <p>Create a safe space where they can be themselves.</p> <p>Cheer them on and say well done.</p> <p>Get involved and lead by example.</p>	<p>Plan meetings without listening to girls.</p> <p>Expect them to do anything we wouldn't do ourselves.</p> <p>Continue with an activity that they're clearly not enjoying.</p> <p>Run an activity that not everyone can join in.</p> <p>Laugh at them instead of laughing with them.</p> <p>Use language that discourages people from getting involved.</p>
With our teams	
<b>We do</b>	<b>We don't</b>
<p>Stay enthusiastic and open to ideas.</p> <p>Show that we're keen to get involved.</p> <p>Find ways to build relationships within our teams.</p> <p>Get others involved in planning team-building activities.</p> <p>Take an interest in others and help them play to their strengths.</p> <p>Recognise that everyone's contribution is valuable.</p>	<p>Force people to have fun.</p> <p>Refuse to get involved or discourage others.</p> <p>Ignore people's circumstances.</p> <p>Waste any of the team's skills.</p> <p>React negatively or dismissively to new ideas.</p> <p>Fail to show a positive interest in others.</p>
With volunteers and staff	
<b>We do</b>	<b>We don't</b>
<p>Willingly take part in shared activities.</p> <p>Make sure everyone feels involved and comfortable. Relationship building is important.</p> <p>Give recognition and thanks.</p> <p>Respect boundaries and personal choices.</p> <p>Make shared activities fun and interesting.</p> <p>Stay positive.</p>	<p>Create an unequal balance of power or involvement.</p> <p>Plan activities with unrealistic expectations.</p> <p>Focus prioritise tasks over people.</p> <p>Forget to recognise others for what they have achieved</p> <p>Demonstrate a lack of respect for each other and our roles</p> <p>Communicate in a way that excludes others by using jargon</p> <p>Push people beyond their boundaries and personal choices.</p>
When representing Girlguiding to others	
<b>We do</b>	<b>We don't</b>
<p>Show that we're positive and enthusiastic about Girlguiding.</p> <p>Build constructive partnerships with people outside of Girlguiding.</p> <p>Find opportunities to have fun in our communities.</p> <p>Show that we're passionate about what we do. And we share it!</p> <p>Create opportunities for girls to have fun together.</p> <p>Celebrate successes in our communities.</p>	<p>Reinforce any negative views of Girlguiding.</p> <p>Ignore girls who are behaving badly.</p> <p>Talk about Girlguiding in a negative way.</p> <p>Share opinions that contradict Girlguiding's values.</p> <p>Act negatively, or ignore things.</p> <p>Take the fun out of Girlguiding.</p>

## We are empowering

<b>With girls</b>	
<b>We do</b>	<b>We don't</b>
<p>Create an environment where they can be at their best.</p> <p>Give them the chance to try new things in a safe environment.</p> <p>Let them make mistakes in a supportive environment.</p> <p>Listen to and encourage them.</p> <p>Ask their opinion. See what they'd like to do.</p> <p>Encourage them, and give space to have their say.</p>	<p>Step in before they make a mistake (unless it would be unsafe).</p> <p>Do everything for them.</p> <p>Judge what they can and can't do without asking them.</p> <p>Dismiss ideas without explaining why.</p> <p>Compare them to each other.</p> <p>Stop them from leading activities.</p>
<b>With our teams</b>	
<b>We do</b>	<b>We don't</b>
<p>Coach rather than give the answers wherever possible.</p> <p>Provide clarity on roles and responsibilities.</p> <p>Trust each other.</p> <p>Ensure team members have the right skills and knowledge for their role.</p> <p>Have open and honest relationships – check in, don't check up.</p> <p>Give others autonomy, . and accept that mistakes will happen.</p> <p>Ask what people want to do and spot talent.</p>	<p>Dictate how something should be done.</p> <p>Dismiss or ignore others' ideas.</p> <p>Try to do it all ourselves.</p> <p>Micromanage and avoid sharing work.</p> <p>Make decisions without consulting or involving others.</p> <p>Deny people the chance to fail in a safe environment.</p>
<b>With volunteers and staff</b>	
<b>We do</b>	<b>We don't</b>
<p>Communicate clearly and effectively to help others fulfil their role.</p> <p>Ask for input and help from others.</p> <p>Involve others in making decisions that affect them.</p> <p>Respect and value each other's knowledge and experience.</p> <p>Show that we're open and honest when we don't know the answer.</p> <p>Celebrate other people's successes.</p> <p>Give people enough time to try new things.</p>	<p>Compete instead of supporting each other.</p> <p>Dismiss other people's views and feelings.</p> <p>Respond in a negative way to other people's input.</p> <p>Ignore constructive feedback.</p> <p>Give insufficient time for people to try new things.</p> <p>Put barriers in the way of working together.</p>
<b>When representing Girlguiding to others</b>	
<b>We do</b>	<b>We don't</b>
<p>Choose the right person to represent us for every situation.</p> <p>Talk about how Girlguiding give girls choices.</p> <p>Give people the information they need to talk positively about what we do.</p> <p>Influence those outside Girlguiding to get involved.</p> <p>Encourage girls to show what they've learned.</p> <p>Ask for, and listen to, feedback from the wider community.</p>	<p>Appear exclusive or elitist.</p> <p>Ignore the part others have played in our successes.</p> <p>Attend every event ourselves rather than involving others.</p> <p>See community links as the responsibility of a few, rather than all.</p> <p>Present ourselves as though 'we know best'.</p> <p>Discourage others from sharing the guiding message more widely.</p>

## We are inspiring

<b>With girls</b>	
<b>We do</b>	<b>We don't</b>
<p>Encourage them to try new things and believe in themselves.</p> <p>Make the Promise a special event.</p> <p>Encourage them to do their best, not be the best.</p> <p>Share our motivating stories with them.</p> <p>Act as a motivational role model.</p> <p>Keep up to date with what's important to them.</p>	<p>Act in a de-motivating way.</p> <p>Reinforce negative feelings that they share.</p> <p>Stick to old ways of working rather than looking at what's new.</p> <p>Push them too far, so it stops being enjoyable.</p> <p>Come unprepared or respond without enthusiasm.</p> <p>Discourage new ideas and fresh thinking.</p>
<b>With our teams</b>	
<b>We do</b>	<b>We don't</b>
<p>Let team members try new things even if they go wrong.</p> <p>Listen carefully to other people's views and ideas.</p> <p>Encourage and help colleagues to try new things.</p> <p>Work enthusiastically with other teams.</p> <p>Show that we're open to new ideas and better ways of working.</p> <p>Encourage team morale by focusing on achievements.</p>	<p>Separate myself from the rest of the team.</p> <p>Criticise other parts of the organisation.</p> <p>Dismiss opportunities because 'they didn't work before'.</p> <p>Act negatively when working with others.</p> <p>Keep opportunities to ourselves.</p> <p>Focus on controlling rather than influencing.</p>
<b>With volunteers and staff</b>	
<b>We do</b>	<b>We don't</b>
<p>Encourage others to contribute and share ideas.</p> <p>Take a 'one team' approach, sharing ideas and experience.</p> <p>Celebrate each other's successes.</p> <p>Play to our strengths.</p> <p>Recognise the contributions of others.</p> <p>Pool resources and ideas to make things better.</p>	<p>Refuse to change the way we work.</p> <p>Avoid sharing best practice or ideas with others.</p> <p>Stay closed to new ways of working or new ideas.</p> <p>Avoid valuing the unique strengths and contributions of others.</p> <p>Encourage an 'us and them' divide between teams.</p> <p>Fail to recognise and celebrate the achievements of others.</p>
<b>When representing Girlguiding to others</b>	
<b>We do</b>	<b>We don't</b>
<p>Ensure we are engaging, passionate and enthusiastic about Girlguiding</p> <p>Talk positively about Girlguiding.</p> <p>Make sure we present ourselves at our best.</p> <p>Share great stories and adventures.</p> <p>Listen to other organisations and learn from them.</p> <p>Make an emotional connection with the community.</p>	<p>Use jargon and uninspiring language.</p> <p>Act so over-enthusiastic that we scare people away.</p> <p>Talk negatively about others or Girlguiding.</p> <p>Team up with critics and 'nay-sayers'.</p> <p>Behave inappropriately or make inappropriate comments.</p> <p>Stay closed to new ideas and stuck in the past.</p>