

## Ethos, Values and Behaviours

I wanted to say thank you to Cass for playing a key role in the development and growth of Kick London.

As I was moving into my first Chief Executive position at Kick London I thought it wise to up my engagement in training by taking the Outstanding Leadership programme. I truly found this a transformational programme for both me and for the charity. As an 11-week programme with breakfast talks once a month, the programme was both manageable and easy to engage with. It gave room for reflection for the content to nest and take root in the mind. It is important to outline the context of where Kick London was at this point – we were engaging with around 2,500 young people a week in 19 schools through 8 sports coaches. We were a micro charity but with a desire to grow.

What [Outstanding Leadership](#) gave me was the fundamentals of both operating at a high level personally and as an organisation. Module 2 was on Vision and Values and at the time Kick London although had held intrinsic values, had no documented values. Following the module I was convinced that for an organisation to succeed and to grow it must have clear, understood and shared values, from recruitment, through to performance management.

We realised that for Kick London to hold on to what is most crucial it is key that it has a strong ethos as it's anchor, articulated values that it holds to and clearly defined behaviours for the work that it is determined to do. Completing an exercise where we involved all staff and trustees we sought to find our heart (ethos), our core (values) and what we visibly expect to see from all our staff (behaviours).

### **Our Ethos – What is our motivation for how we operate?**

To follow the example of Jesus who was committed to demonstrating God's love in a relevant way, to bring transformation to our young people and their communities.

### **Our Values – How we do what we do?**

We aim to transform young people's lives by being:

- **Aspirational** on behalf of our young people, being ambitious for their progress and in our desire to reach more young people
- **Compassionate** toward our young people, showing humbleness, being inclusive and making our approach flexible to suit their needs
- **Excellent** in our performance, innovating with continuous improvement for the best outcomes for our young people
- **Intentional** in our relationships with young people, schools, churches, partners, funders and each other to building a family together at Kick London
- **Integral** in our decision making, in our relationships with each other and in our partnerships

## Integrated Ethos, Values and Behaviours

### **Ethos – our heart**

We see our ethos as our inspiration. This drives us on and motivates us from the centre of why we do what we do. Our ethos is our heart.

### **Values – our core**

We want you to be able to cut open any of our staff and find the same values at our centre. Like a Blackpool Rock we want these values deep inside our core.

### **Behaviours – what you see**

We term our behaviours as what you see. Our behaviours are the culmination of a strong heart and a robust core. We expect our staff to display excellent behaviour from a position of shared values.



Furthermore from an example shared on the Cass programme from Barclays Bank where they developed a piece of art work to bring to life their shared values – we therefore used this idea and one of our coaches who was an art graduate designed a piece of art to express our commitment to the values we all contributed towards. This is not something we want to gather dust purely on paper but we want to run our organisation based on our values, motivated by our ethos and with our behaviours on display for the benefit of our young people.

From this foundation we have been able to develop a 5 year strategy and in the last 2 years we have grown from micro to small now with 32 staff, engaging 6,000 young people every week across 43 schools with 22 community based Kick Academies across London. I have gone onto complete the Developing Board Effectiveness course and New CEO programmes at Cass, which have both added values to our approach at Kick London. I have found the content of programmes rich, the lecturers intelligent whilst being down to earth and the community generated within the delegates priceless.

