

“AT THE IA, WE ARE COMMITTED TO **SERVING OUR MEMBERS,**
EMBRACING NEW IDEAS AND **STRIVING FOR EXCELLENCE.**

WE ARE **INCLUSIVE,** **CONSIDERATE** AND **ACT WITH INTEGRITY** IN ALL WE DO.”

VALUE	WHAT IT MEANS FOR US AS AN ORGANISATION	SUPPORTIVE BEHAVIOURS	BEHAVIOURS WHICH GO AGAINST THE IA ETHOS
 <p>Serving our members – desire to anticipate, recognise and meet others’ needs</p>	<p>Go out of our way to ensure that our colleagues, members and stakeholders receive an excellent experience</p>	<ul style="list-style-type: none"> • Actively seek ways to help others • Anticipate what might happen in the future and take action to prepare for it • Deal with members questions quickly and effectively 	<ul style="list-style-type: none"> • Unhelpful towards colleagues • Does not actively think ahead and anticipate the needs of colleagues/members/ stakeholders • Does not respond to members questions quickly and effectively
 <p>Embracing new ideas – innovate with original and creative thinking</p>	<p>Reputation for leadership on emerging opportunities</p> <p>Embrace new ideas, ways of working, and encourage original and creative thinking</p>	<ul style="list-style-type: none"> • Identifies risks or opportunities which may affect the IA • Introduces, shares or uses new ideas, ways of doing something • Curious and inquisitive 	<ul style="list-style-type: none"> • Does not identify risks or opportunities which affect the IA • Does not have (or share) any original or new ideas • Lack of interest towards new ideas or ways of doing things
 <p>Striving for excellence – ambition to be best in class within our areas of expertise</p>	<p>Reputation for excellence</p> <p>Encourage and recognise excellence, regardless of which team or individual it comes from</p> <p>Support our team members to continuously improve their knowledge and gain more experience.</p>	<ul style="list-style-type: none"> • Has a strong determination for the IA to be successful • Looks for ways to continuously improve or build knowledge • Tries their best • Thinks more broadly to contribute to the excellence of the wider IA 	<ul style="list-style-type: none"> • Pursues personal ambition to the detriment of those around them • Satisfied with work being of average or low standard • Happy with “how things are”/ “that’s the way we’ve always done them” • Sloppy, repeated errors • Content to work within own silo
 <p>Inclusive – deliberately including people, things and ideas from all sections of society and points of view</p>	<p>A culture of physical and psychological safety where all individuals may thrive</p> <p>Decisions which affect people are made taking all viewpoints into account (not just those at the top)</p>	<ul style="list-style-type: none"> • Works well as part of a team, deliberately including others. • Works hard to create an inclusive culture, and advocates for others • Seeks out and takes on board others’ viewpoints, even when very different to your own • Inclusive towards ALL of our members, stakeholders and colleagues, and in particular is mindful of all voices 	<ul style="list-style-type: none"> • Only thinks about one viewpoint when proposing or making decisions • Deliberately excludes others, creating cliques • Does not seek or take on board viewpoints which are different to their own • Does not consider others’ perspectives and needs
 <p>Consideration – mindful of others’ wishes and feelings</p>	<p>A culture of consideration, kindness, friendship and generosity</p>	<ul style="list-style-type: none"> • Behaves with kindness • Exhibits care or concern for others’ needs or feelings • Understands why people behave in a particular way • Encourages others • Is mindful of the impact on colleagues when doing something 	<ul style="list-style-type: none"> • Is unkind towards others • Shows little thought to other people’s feelings or needs
 <p>Acting with Integrity – being honest and having strong moral principles</p>	<p>We lead by example and have in place systems and processes to (within our own constraints) model what we are advising our member companies to do</p> <p>We are unafraid of ‘speaking truth to power’</p>	<ul style="list-style-type: none"> • Reliable and truthful • Follows through and does what says will do • Will challenge those at a senior level if sees something being done which is inherently wrong • Understands the broader impact of what is being worked on, and how this could be applied within the IA 	<ul style="list-style-type: none"> • Willing to do dishonest things in order to gain an advantage • Does not follow through • Will stand by and not challenge if sees something which is inherently wrong • Does not think through the broader impact of what is being worked on