



## Background

Our values were developed in 2009 to describe how biblical principles could shape our behaviour. They are reaffirmed in the light of recent challenges, both internal (eg the need to restructure and the call for culture change) and external (eg the Covid-19 pandemic and the global response to racism).

### Why values are important to us

Having an aligned set of values allows us to set the tone and pulse in helping us all become ambassadors for the Christlike culture and Kingdom values we want to promote. They can outline the habits for us all to adopt. Our values and desired behaviours can help us learn lessons, inform an expectation of how we behave as a Salvation Army community and help us when things go wrong as they inform our approach to taking appropriate action when expectations are not met.

### Values and behaviours framework

The table is offered to support our conversations, along with our individual and collective reflections as to how we embody our values as we seek to fulfil our mission together. It identifies behaviours which need to flow from our values to shape a culture where all people are able to flourish and experience fullness of life. Behaviours that we want to move away from are also outlined. Feedback on behaviour came through sources including officer and employee surveys and consultation at Territorial Leaders Conference and Territorial Advisory Council. A biblical and theological background is offered in the table to aid our reflection on and application of our values.

Learning and culture change in The Salvation Army are possible when we engage more in reflective practice, become better at inviting and receiving feedback and continue working out how to be more accountable to living our values, motivated and evidenced by love. As culture changes, it will be necessary to continue seeking God's heart for how he leads The Salvation Army in living and loving.

Our Vision:  
Fullness of life  
for *all* with Jesus



Love God  
Love Others



## Living Out Our Salvation Army Values

'Our identity, vision and God-given mission as disciples of Jesus Christ are shaped by the values of the Kingdom of God as we love God and love others and seek fullness of life for all in Jesus.

'As part of this we want to affirm our Salvation Army values. We need, together, to work our values out in our behaviour - so they are no longer aspirational but owned and held to. They help us to underpin and put into action and show what loving God and loving others means. It starts with us and needs to be lived out in us.'

**Commissioners Anthony and Gillian Cotterill**  
Territorial Leaders

Everyone involved in The Salvation Army is encouraged to embody our mission and develop and improve how we express our values. Our values and the behaviour that flows from them help us develop good relationships, contribute to a sense of wellbeing and help us integrate what we do with how we do it.

The basic standard of Christian behaviour, derived from our understanding of the character and action of God, is love. We need to continually be drawn back to understand how God is asking us to live and work together, so as to help us be faithful to our calling to be God's people.



<b>VALUE</b> Our identity and God-given mission as disciples of Jesus are shaped by the values of the Kingdom of God	<b>THEOLOGICAL AND BIBLICAL BACKGROUND</b> Deut. 6:5 Matt 22:37-39 Love God Love Others	<b>DESIRED BEHAVIOUR</b> Behaviour that we want to move towards	<b>UNDESIRABLE BEHAVIOUR</b> Behaviour that we want to move away from and challenge	<b>DESIRED RESULT</b> John 10:10 Fullness of life for all with Jesus
<b>BOLDNESS</b> We will courageously and confidently seek to fulfil our five mission priorities: share the good news, seek justice and reconciliation, nurture disciples of Jesus, serve others without discrimination, care for creation	Heb. 11:1 Acts 4:31 Phil 2:1-7 Mt 12:18 Josh 1:7	Demonstrate faith. Creative missional experimentation. Honesty about mistakes. Courage for hard conversations. Act on injustice (including systemic) and co-create solutions. Voice in public debate. Celebrate learning, innovation and growth.	Complacency. Unhealthy risk-aversion preventing innovation. Bullying, arrogance. Timidity.	Missional culture of faith, boldness and inclusion, promoting co-creation and sustained impact
<b>COMPASSION</b> We will serve with the unconditional love and grace of God as the pattern for our behaviour, with a bias to the poor and marginalised	Col 3:12-14 2 Cor 1:3-4 1 John 4:18 Matt 25:31-46	Demonstrate love, compassion, curiosity, empathy, kindness, self-discipline. Forgiveness. Calm, non-anxious, trust-worthy presence, promoting safety. Generous. Appropriate boundaries	Blame, shame, fear. Judgemental. Condemning.	Blame-free culture in an environment of safety where people and mission flourish
<b>PASSION</b> We will bring our best selves, our God-given energies and our convictions to our work, service and learning, whether as officers, members, employees or volunteers;	Matt 22:37-39 Eph. 6:7 1 Sam 14:7	Demonstrate hope. Desire to say yes. Enthusiastic, committed and empowered to join in God's mission to the world. Reflective practice and iterative development through learning. Radical discipleship.	Cynicism. Failure to listen and to consider views and experience of others.	Culture of innovation and learning leading to iterative change
<b>RESPECT</b> We will welcome each person with the dignity of those created in the image of God, valuing their diversity, seeking to serve each other's flourishing and transformation within God's love	Gal 3:28 Rom 12:3 Rom 12:10 1 Cor 12:26 Lk10:29 Phil 2:1-7	Value and make visible the ability, contribution and potential in others (asset based and capability approach). Humility. Practicing inclusion. Building deeper relationships characterised by the fruit of the Spirit. Servant leadership.	Exclusion and discrimination. Contempt and egotism. Treating people as instruments.	Culture of respect, inclusion, collaboration and servant-leadership
<b>INTEGRITY</b> We will be honest and transparent in all our dealings with each other and those we serve, being open about our motives and agendas	John 1:47 James 5:12 James 2:17	Transparency, reliability, honesty, fairness, trustworthiness, authenticity, openness. Power used wisely for Godly purposes.	Dishonesty, duplicity, covering up, misplaced loyalty. Selfishness.	Culture of integrity and trust where we listen to and speak with deep respect
<b>MUTUAL ACCOUNTABILITY</b> We will willingly and freely give full account for our actions to those we interact with and expect the same in return, recognising the link between individual responsibility and mutual accountability	Phil 2:5, 8 Eph. 4:15 Rom. 14:10-12 1 Cor 12:12-27 Matt 18:15-17	Willing to receive and offer feedback, to apologise and forgive, empowered and enabled to serve together. Faithful stewards of time and talents. Collaborative.  Evidence-based approach.	Defensiveness, denial. Silo-working. Mis-use of power or status. Micro-management.	Culture of accountability at all levels, where we empower, encourage, equip and support each other to give our faithful best