

# VALUES

## BEHAVIOURS FRAMEWORK

Respect | Collaboration | Excellence | Integrity | Innovation

# Introduction

## Our Values

Imperial is committed to an environment in which everyone is able to do their best work in fulfilling our mission. This commitment demands continual reassessment of where we are and where we aspire to be, and requires constant attention to improve our working culture.

The College Values embody how we undertake our mission and are vital to its success. They sit at the heart of our research, teaching, innovation and translation, guiding our behaviour as a community and as individuals within that community, equally for everyone in the College.

By defining these Values and associated Behaviours and embedding them in our daily working lives we can better understand what is expected of us, recognise positive behaviour and actively address poor conduct. This will enable us to achieve the enduring excellence in research and education to which we aspire, and will support our ambition to deliver impact to society through our work.

This framework defines our ambition and identifies and illustrates both positive and unacceptable behaviours. We want it to serve as a guide for you - our leaders, staff and students - to see exactly how you can apply the Values to your work and interactions with each other.

**Ian Walmsley, Provost**

## Key points about the framework

**Every single person at Imperial contributes to our culture every single day. They do this in how they work and how they behave in every interaction they have**



**Our values guide us on 'how' we should be with each other, with our customers, with our patients, with our partners**



**The example behaviours show us how to approach our work thoughtfully and help us to achieve excellence in HOW we do things as a critical part of WHAT we do**



**When we all take personal responsibility for living our values, for recognising great behaviours and sharing things that aren't working - our culture will thrive**

# FOR EVERYONE

VALUE	AMBITION	KEY WORDS	POSITIVE BEHAVIOURS	NEGATIVE BEHAVIOURS
<b>RESPECT</b>	We treat each other <b>fairly</b> and <b>appropriately</b> , with <b>kindness and respect</b> , <b>valuing</b> each person's individual experience, perspectives and contribution	<b>Diversity</b> <b>Empathy</b> <b>Understanding</b> <b>Balance</b>	<ul style="list-style-type: none"> <li>• I treat every colleague and student with respect and dignity</li> <li>• I take responsibility for my own behaviour and my impact on others</li> <li>• I am curious and seek to understand different perspectives</li> <li>• I make sure my words and actions are kind and considerate</li> <li>• I consider and respond to the needs of others</li> </ul>	<ul style="list-style-type: none"> <li>• I am disrespectful and talk behind people's backs</li> <li>• I use 'them vs us' as a way of dividing</li> <li>• I show different levels of respect to different colleagues</li> </ul>
<b>COLLABORATION</b>	We work together, cultivating an <b>inclusive and impactful</b> College community	<b>Communication</b> <b>Teamwork</b> <b>Community</b> <b>Supportive</b> <b>Inclusive</b>	<ul style="list-style-type: none"> <li>• I seek out, listen to, and learn from different perspectives</li> <li>• I openly share information, plans and progress</li> <li>• I invest time and effort into building effective relationships</li> <li>• I show interest and care for my colleague's work</li> <li>• I provide feedback on ideas and behaviours, listen and act on feedback</li> </ul>	<ul style="list-style-type: none"> <li>• I keep my knowledge, expertise and ideas to myself</li> <li>• I do not offer to help</li> <li>• I take credit for the work of others</li> </ul>
<b>EXCELLENCE</b>	We aim for <b>quality</b> in everything we do, taking <b>pride</b> in our work, delivering <b>impact</b> through our <b>commitment</b>	<b>Impact</b> <b>Accountability</b> <b>Effectiveness</b> <b>Dedication</b>	<ul style="list-style-type: none"> <li>• I take ownership for my objectives and ensure they are in service of the College mission</li> <li>• I take personal responsibility for the quality of my work and I make the best use of my time by planning and prioritising tasks</li> <li>• I consider how I respond to what is needed and where it is appropriate, I dedicate time to thinking as well as doing, taking a longer-term view</li> <li>• I challenge myself and my colleagues to make a positive difference through the work that we do</li> <li>• I seek out opportunities to develop my knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>• I fail to learn from my mistakes</li> <li>• I do not take pride in my work</li> <li>• I think I have nothing to learn</li> <li>• I shirk my responsibilities and say 'that's not my job'</li> </ul>
<b>INTEGRITY</b>	We act in a <b>principled</b> way, being <b>honest</b> and open, <b>checking, challenging</b> and <b>changing</b> our practices and behaviours	<b>Transparency</b> <b>Ethics</b> <b>Trust</b> <b>Authenticity</b>	<ul style="list-style-type: none"> <li>• I listen carefully and respond honestly</li> <li>• I ask for guidance to help me make the right decisions</li> <li>• I speak up when I observe that something isn't right</li> <li>• I admit my mistakes and take action to resolve them</li> </ul>	<ul style="list-style-type: none"> <li>• I blame others</li> <li>• I fail to highlight issues</li> <li>• I am not prepared to change</li> <li>• I cover things up, do not answer questions honestly or completely</li> </ul>
<b>INNOVATION</b>	We become <b>inspired</b> by possibilities, venturing into the unknown with <b>open minds</b> and having the <b>courage to embrace change</b>	<b>Creativity</b> <b>Visionary</b> <b>Courage</b> <b>Discovery</b>	<ul style="list-style-type: none"> <li>• I approach my work with a positive and optimistic mindset</li> <li>• I challenge the status quo and seek better ways of getting work done/having an impact</li> <li>• I actively search for new and different options and opportunities</li> <li>• I look beyond my world, seeking inspiration from diverse sources</li> <li>• I seek to understand the need for change, and find opportunities to create solutions</li> </ul>	<ul style="list-style-type: none"> <li>• I am rigid in my thinking and ways of working</li> <li>• I adopt a negative or pessimistic mindset</li> <li>• I think I have all the answers</li> </ul>

# FOR LEADERS

Leaders are expected to act as positive role models, demonstrating our values in their behaviours and setting high standards for their teams

VALUE	AMBITION	KEY WORDS	POSITIVE BEHAVIOURS	NEGATIVE BEHAVIOURS
<b>RESPECT</b>	We treat each other <b>fairly</b> and <b>appropriately</b> , with <b>kindness</b> and <b>respect</b> , <b>valuing</b> each person's individual experience, perspectives and contribution	<b>Diversity</b> <b>Empathy</b> <b>Understanding</b> <b>Balance</b>	<ul style="list-style-type: none"> <li>• I get to know, and am able to draw on my team's strengths, experience and perspectives</li> <li>• I continually build my own and my team's awareness of equality, diversity and inclusion (EDI)</li> <li>• I have open and courageous conversations about bullying and discrimination, listening and learning from the lived experiences of others</li> <li>• I take action to eliminate bullying and discrimination from processes, policies and services</li> <li>• I ensure my service enables participation for all staff and customers</li> </ul>	<ul style="list-style-type: none"> <li>• I allow discrimination or dis-respect to go unchallenged</li> <li>• I have favourites and treat people unfairly</li> <li>• I do not display empathy</li> </ul>
<b>COLLABORATION</b>	We work together, cultivating an <b>inclusive</b> and <b>impactful</b> College community	<b>Communication</b> <b>Teamwork</b> <b>Community</b> <b>Supportive</b> <b>Inclusive</b>	<ul style="list-style-type: none"> <li>• I create an inclusive environment where it is safe for everyone to speak up, share their perspective, and ask for help</li> <li>• I encourage and seek feedback from multiple stakeholders</li> <li>• I build positive working relationships, drawing on diverse strengths and expertise</li> <li>• I proactively seek opportunities for myself and my team to work with others, internally and externally</li> <li>• I establish and communicate clear lines of responsibility, holding people accountable</li> </ul>	<ul style="list-style-type: none"> <li>• I fail to tackle bullying and exclusionary behaviours</li> <li>• I allow my team to work in a silo</li> <li>• I don't involve my team</li> <li>• I only actively connect with a limited network of people who think like me</li> </ul>
<b>EXCELLENCE</b>	We aim for <b>quality</b> in everything we do, taking <b>pride</b> in our work, delivering <b>impact</b> (making a positive difference) through our passion and <b>commitment</b>	<b>Impact</b> <b>Accountability</b> <b>Effectiveness</b> <b>Dedication</b>	<ul style="list-style-type: none"> <li>• I recognise great performance and tackle bullying or disrespectful behaviours and under achievement</li> <li>• I ensure the quest for excellence is balanced with realistic expectations and care for my team's wellbeing</li> <li>• I ensure there is time to plan, review and learn</li> <li>• I create and share connections between my team's work and the College's mission and strategic objectives</li> <li>• I delegate work appropriately, taking skills, strengths, and time into consideration</li> </ul>	<ul style="list-style-type: none"> <li>• I accept poor performance</li> <li>• I drive excellence at the cost of the other values</li> <li>• I create unrealistic objectives, plans or deadlines</li> </ul>

\*Leaders Behaviours are in ADDITION to our Behaviours for Everyone

*Continues...*

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<b>INNOVATION</b>	We become <b>inspired</b> by possibilities, venturing into the unknown with <b>open minds</b> and having the <b>courage to embrace change</b>	<b>Creativity</b> <b>Visionary</b> <b>Courage</b> <b>Discovery</b>	<ul style="list-style-type: none"><li>• I draw appropriate insights from analytics, understanding current context and future potential to set direction but also their limitations</li><li>• I champion and create space for the exploration of diverse ideas</li><li>• I make decisions about what to stop, start or change, carefully balancing risk and reward</li><li>• I allow my team to experiment and fail safely in the pursuit of progress</li><li>• I share my passion, belief and enthusiasm for my subject and the core work of the College</li></ul>	<ul style="list-style-type: none"><li>• I spend my time firefighting short-term issues</li><li>• I am defensive to feedback</li><li>• I do not listen or respond to ideas</li></ul>

IF YOU WANT TO SEE HOW THE IMPERIAL EXPECTATIONS ARE INCORPORATED INTO THE VALUES FRAMEWORK PLEASE [CLICK HERE](#).

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