

# VALUES GUIDE

For all staff

Together, we share values that take us further

**Together** WE ARE IMPERIAL

[imperial.ac.uk/together/values](https://imperial.ac.uk/together/values) | [#imperialtogether](https://twitter.com/imperialtogether)

# WHY ARE VALUES IMPORTANT?

**Our Values are at the heart of our mission and strategy and will help us to:**

- Build a supportive, inclusive and highly motivated staff community across all disciplines, functions and activities. This will help us to attract and retain the talented and diverse staff we need to achieve our mission
- Harness our collective strength to deliver our mission. This requires a supportive and considerate community based on diversity, mutual respect and a commitment to excellence. The framework of Imperial expectations and values guides the behaviour of all our staff”
- Create an environment which is respectful and collaborative and has a zero-tolerance approach to bullying and harassment. Excellence comes not just from ‘what’ we do, but also ‘how’ we do it”
- Promote a culture where all who show a commitment to excellence are recognised and given respect, whatever their role or field”
- Create a positive and enabling workplace which enables all staff to deliver excellence

# WE ARE ALL PART OF IT



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 and, of course, with our students



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 the values, for recognising great behaviours and sharing things that aren't working - our culture will thrive

# OUR FIVE VALUES

VALUE	KEY WORDS
RESPECT	Diversity Empathy Understanding Balance
COLLABORATION	Communication Teamwork Community Supportive Inclusive
EXCELLENCE	Impact Accountability Effectiveness Dedication
INTEGRITY	Transparency Ethics Trust Authenticity
INNOVATION	Creativity Visionary Courage Discovery

# OUR AMBITION FOR HOW WE DO THINGS AROUND HERE

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**RESPECT** We treat each other fairly and appropriately, with kindness and respect, valuing each person's individual experience, perspectives and contribution.

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**COLLABORATION** We work together, cultivating an inclusive and impactful College community.

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**EXCELLENCE** We aim for quality in everything we do, taking pride in our work, delivering impact (making a positive difference) through our passion and commitment.

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**INTEGRITY** We do the right thing, being honest and open, checking, challenging and changing our practices and behaviours.

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**INNOVATION** We become inspired by possibilities, venturing into the unknown with open minds and having the courage to embrace change.

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# TAKING PERSONAL RESPONSIBILITY

## We hope you will:

- Take time to develop you understand the values and behaviours
- Attend values and behaviours training sessions
- Have a conversation about values and behaviours with your line manager in your 1:1s and PDRPs
- Have regular discussions with your team and colleagues about values
- Reflect on how you are demonstrating the values
- Listen to feedback and take steps to live the values everyday
- Recognise great behaviour in others and tell them about it
- Call out behaviours that aren't aligned to our values

# REFLECTION: ME, MY ROLE AND THE VALUES

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I think values and behaviours are important, for me and my role because...

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In my role, I often have the opportunity to work with these values...

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People often tell me I'm great at...

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I sometimes get feedback that I could work on...

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The things I find hardest are...

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# Respect

- I treat every colleague and students with respect and dignity
- I take responsibility for my own behaviour and my impact on others
- I am curious and seek to understand different perspectives
- I make sure my words and actions are kind and considerate
- I consider and respond to the needs of others

For me, RESPECT means...



# Collaboration

- I seek out, listen to, and learn from different perspectives and people
- I openly share information, plans and progress
- I invest time and effort into building effective relationships
- I show interest and care for my colleague's work
- I provide feedback on ideas and behaviours, listen and act on feedback

For me, COLLABORATION means...

# Excellence

- I take ownership for my objectives and ensure they are in service of the College mission
- I take personal responsibility for the quality of my work and I make the best use of my time by planning and prioritising tasks
- 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
- I challenge myself and my colleagues to make a positive difference through the work that we do
- I seek out opportunities to develop my knowledge and skills

For me, EXCELLENCE means...

# Integrity

- I listen carefully and respond honestly and professionally
- I ask for guidance to help me make the right decisions
- I speak up appropriately when I observe that something isn't right
- I admit my mistakes and take action to resolve them

For me, INTEGRITY means...

# Innovation

- I approach my work with a positive and optimistic mindset
- I challenge the status quo and seek better ways of getting work done/having an impact
- I actively search for new and different options and opportunities
- I look beyond my world, seeking inspiration from diverse sources
- I seek to understand the need for change, and find opportunities to create solutions

For me, INNOVATION means...

# REFLECTION:

## PERSONAL & TEAM POSITIVE BEHAVIOURS

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Looking at the example **positive behaviours**, I think my strengths are...

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When I work with people who demonstrate these behaviours, I feel...

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When I look at my team, we are great at...

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As a team we could be better at...

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# NEGATIVE BEHAVIOUR INDICATORS

**Respect**

- I am disrespectful and talk behind people's backs
- I use "them vs us" as a way of dividing
- I show different levels of respect to different colleagues

**Collaboration**

- I keep my knowledge, expertise and ideas to myself
- I do not offer to help
- I take credit for the work of others

**Excellence**

- I fail to learn from my mistakes
- I do not take pride in my work
- ~~I think I have nothing to learn~~
- I shirk my responsibilities and say "that's not my job"

**Integrity**

- I blame others
- ~~I fail to highlight issues~~
- I am not prepared to change
- I cover things up, do not answer questions honestly or completely

**Innovation**

- I am rigid in my thinking and ways of working
- I adopt a negative or pessimistic mindset
- I think I have all the answers

# REFLECTION:

## PERSONAL & TEAM NEGATIVE BEHAVIOURS

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Considering the example **negative behaviours**, I think my risk areas I need to be mindful of are...

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When I work with people who demonstrate these behaviours, I feel...

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I need to focus some attention on...

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When I look at my team, we need to work on...

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# WHAT CAN I EXPECT FROM MY MANAGERS AND LEADERS?



Regular conversations about Values and Behaviours in your team meetings, 1:1s and PRDPs



Recognition for your positive behaviours



Regular feedback on how you're doing and how you could do better



Support for your ongoing development



Listening and acting on your feedback to them



# TIMES TO HAVE VALUES CONVERSATIONS

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- In a 1:1, with your line manager about the values
- With your colleagues in your team and across the College
- As part of a team or a project meeting
- With a mentor or coach
- With your customers
- In an interview
- When you notice someone demonstrating great behaviours
- When you notice someone who needs some help with their behaviours

# GREAT QUESTIONS TO ASK

- Q What do the values mean to you?
- Q Which values do you find easy to demonstrate?
- Q Which values are harder for you to connect with or demonstrate?
- Q Who do you know that role models our values & behaviours?
- Q What values do you see me demonstrate?
- Q What advice can you share with me?
- Q How can I help you?
- Q What could we do next?
- Q How could working together help?

# WAYS TO RECOGNISE GREAT BEHAVIOURS

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- Say “thank you” and “I noticed how good”
- Do it in person, over the phone, on an email, on a postcard or via carrier pigeon!
- Call it out in a meeting.
- Recommend someone for an award
- Tell the person’s manager or senior leader
- Always be specific about what was good and the impact it had

# WAYS TO DEVELOP YOURSELF



Reflect on how you've demonstrated the values & behaviours



Observe people who do things well and take learning from their process & style



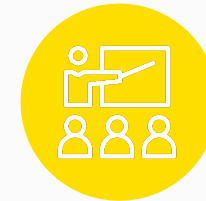
Seek out learning on offer from the POD (e.g. LinkedIn learning)



Ask for feedback from your colleagues and manager



Source wider learning through reading books and articles, TED talks



Seek out help from trusted colleagues, mentors, advisers and managers



Attend the training offered on values and behaviours

# WHAT TO DO WHEN THINGS AREN'T GOOD

<b>Share</b>	Share your perspective through feedback
<b>Discuss</b>	Discuss your concerns with a trusted colleague
<b>Raise</b>	Raise issues with your line manager
<b>Log</b>	Log an enquiry with the Staff Hub
<b>Talk</b>	Talk to your HR Partner

THANK YOU



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