

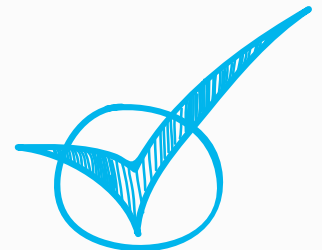
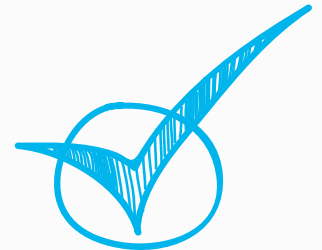
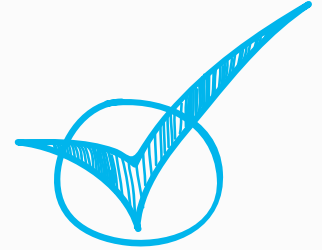
AN INTRODUCTION TO OUR VALUES

Together WE ARE IMPERIAL

OBJECTIVES

By the end of this introduction session, you will have:

- Listened to the story of how the Imperial Values were developed
- Considered the purpose of Imperial values
- Understood how the framework relates to the culture in our Dept/Faculty
- Reviewed our Values and Behaviours Framework
- Discussed what Values mean to you
- Committed to one personal action
- Been directed to further support



AGENDA



- Why Values
- The Story So Far...
- Values & Behaviours Framework
- What's Next

WHY VALUES?

WHAT ARE VALUES?



“Values are the energetic **drivers**
of our aspirations and intentions”

ref: The Values-Drive Organisation
Richard Barrett, Routledge London: New York 2017.

WHAT IS THEIR PURPOSE?

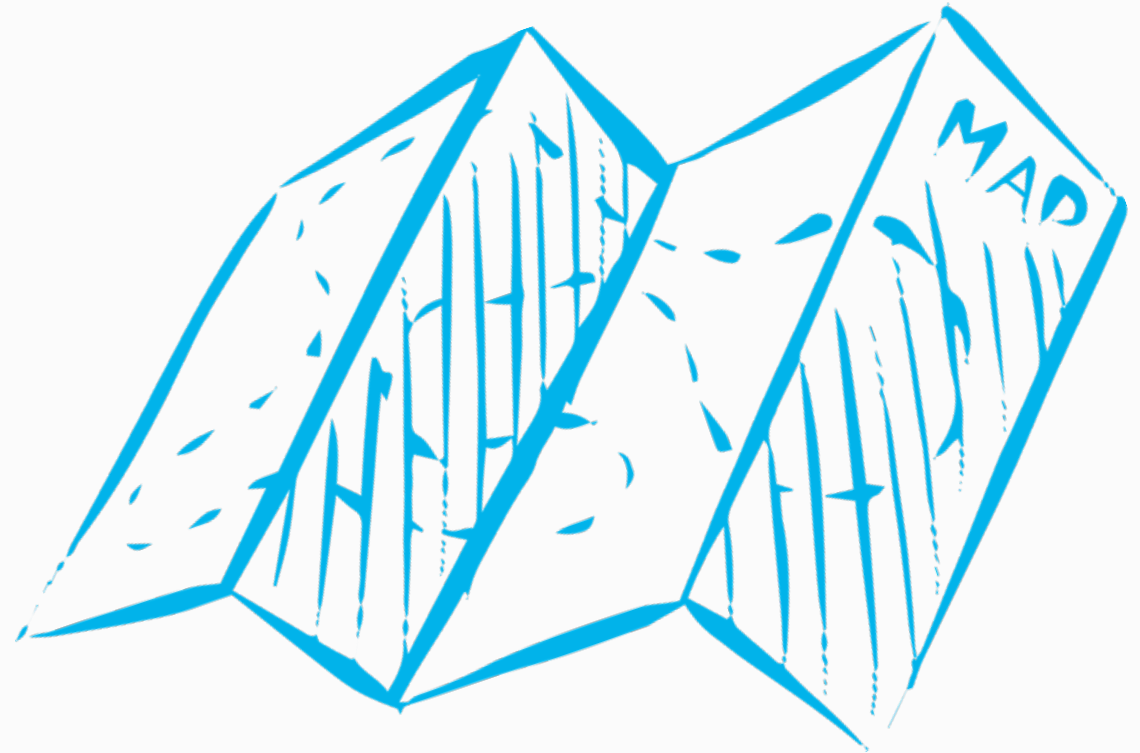
- Building **supportive, inclusive** and **highly motivated staff community** across all disciplines, functions and activities.
This will help us to attract and retain the talented and diverse staff we need to achieve our mission”
- **Harnessing our collective strength** to deliver our mission. This 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
- Creating 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.
- Promoting a culture where all who show a **commitment to excellence** are recognised and given respect, whatever their role or field
- Creating **positive and enabling workplace** which enables all staff to deliver excellence

WHAT DO YOU HOPE VALUES CAN HELP US WITH?

Go to [Menti.com](https://menti.com) and use code XXXX

THE STORY SO FAR

THE VALUES & BEHAVIOURS FRAMEWORK



OUR STORY STARTS WITH OUR NEW COLLEGE STRATEGY: 2020 - 2025



THE DEVELOPMENT OF OUR VALUES LINKS DIRECTLY TO US ACHIEVING THE COLLEGE MISSION AND TO DELIVERING OUR VISION...

Imperial College embodies and delivers world class scholarship, education and research in science, engineering, medicine and business, with particular regard to their application in industry, commerce and healthcare.

We foster multidisciplinary working internally and collaborate widely externally.

- To remain a world-leading institution for scientific research and education
- To harness the quality, breadth and depth of our research capabilities to address the difficult challenges of today and the future
- To develop the next generation of researchers, scientists and academics
- To provide an education for students from around the world that equips them with the knowledge and skills they require to pursue their ambitions
- To make a demonstrable economic and social impact through the translation of our work into practice worldwide
- To engage with the world and communicate the importance and benefits of science to society

... OUR VALUES DESCRIBE “HOW” WE WILL ACHIEVE IT, AS WELL AS THE “WHAT” WE WILL ACHIEVE...

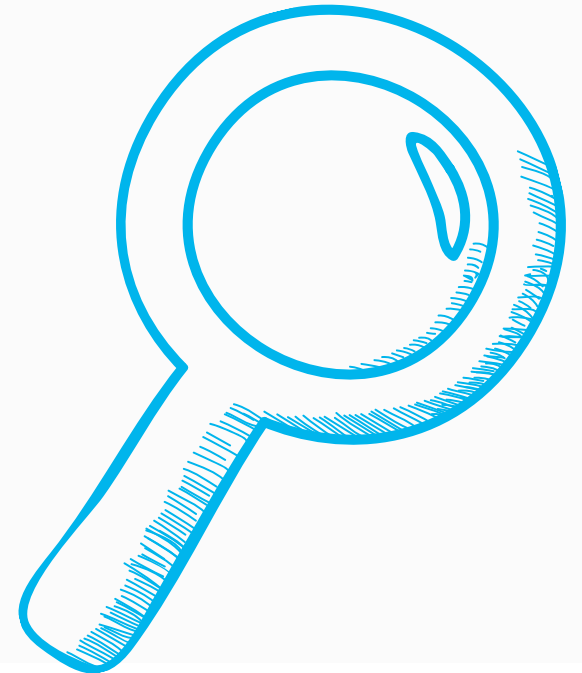
- We will build a supportive, inclusive and highly motivated staff community across all disciplines, functions and activities. This will help us to attract and retain the talented and diverse staff we need to achieve our mission”
- “We need to harness our collective strength to deliver our mission. This 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”
- “We will 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”
- “We will promote a culture where all who show a commitment to excellence are recognised and given respect, whatever their role or field”
- “We will create a positive and enabling workplace which enables all staff to deliver excellence”

**TO HELP MAKE
THE STRATEGY
A REALITY, THE
PROVOST BOARD
WANTED TO
DEVELOP A SET
OF VALUES &
BEHAVIOURS
THAT WOULD
ENABLE THESE
NINE
ELEMENTS...**



...THE PROVOST BOARD TASKED THE ORGANISATIONAL DEVELOPMENT & INCLUSION (ODI) TEAM TO DEVELOP A SET OF VALUES USING THESE PRINCIPLES...

- Co-created with College community
- Provost Board active involvement
- A culture where 'how things are done' is as important as the results achieved
- Process as important as outcome
- Set the tone for culture change
- Deal with inconsistent behaviours
- Explore what connects us – shared beliefs / assumptions
- Faculty Led



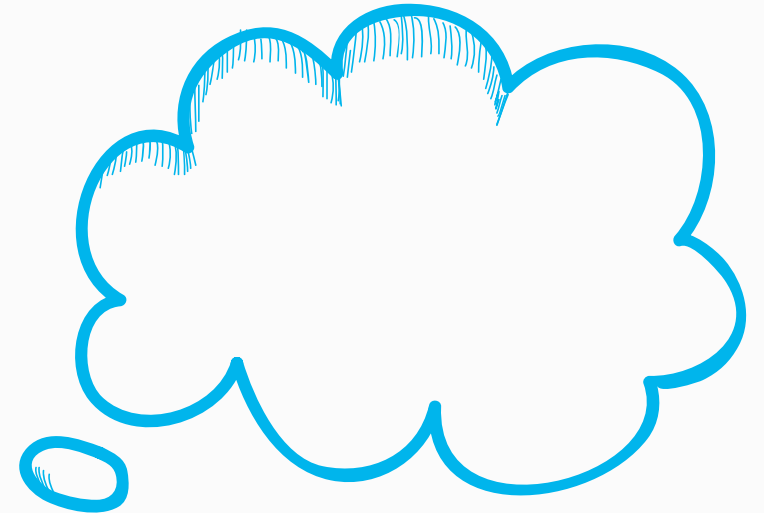
... A TEAM OF FACILITATORS DESIGNED 90-MINUTE FOCUS GROUPS, TO DRAW OUT AND LISTEN TO VIEWS DIRECTLY FROM COLLEGE STAFF...

- Focus Groups
- Appreciative Inquiry
- Listening



...KEY QUESTIONS ADDRESSED IN THE FOCUS GROUPS

- What makes / would make Imperial College a great place to work?
- What behaviours do you value from colleagues at Imperial College? (and would they be different for leaders?)
- What are the Values that you think are important for Imperial College?



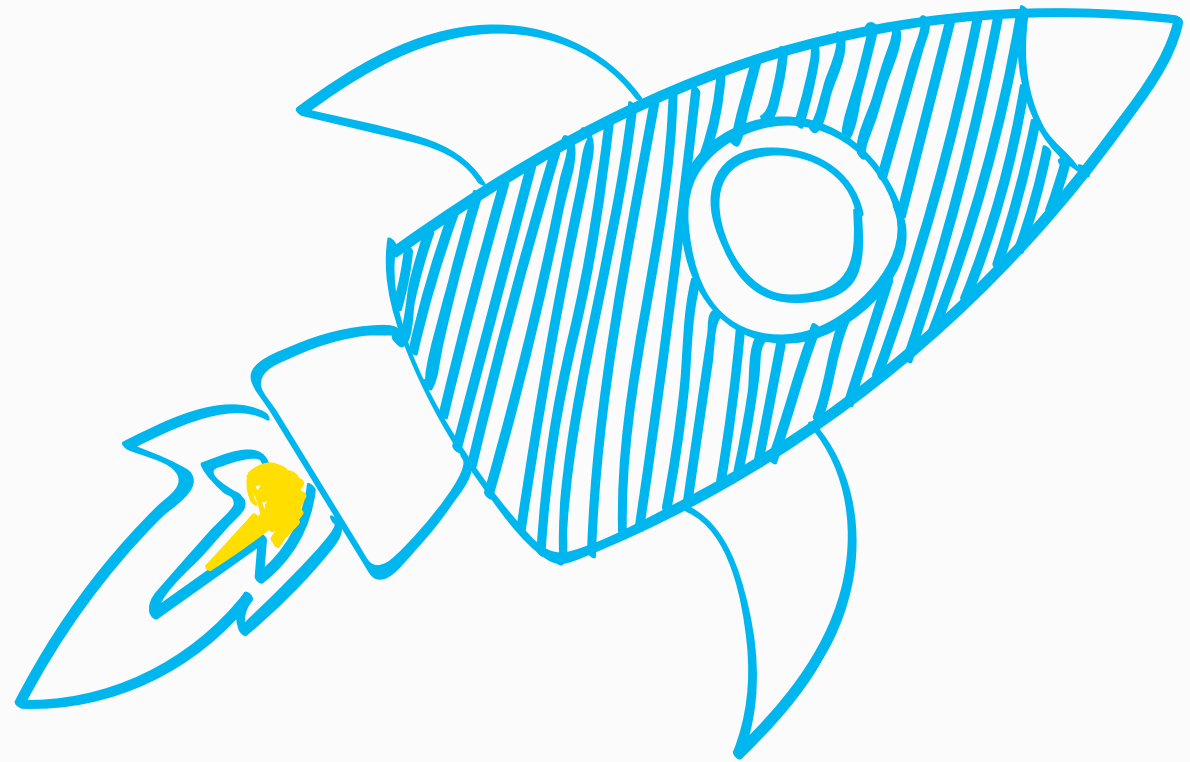
**...THEN
VOTING ON
THE TOP 5
VALUES...**



...WHEN TWO WORLD-CHANGING THINGS HAPPENED...



**...WE TALKED TO
STAFF AND THE
PROVOST
BOARD AND
WERE
ENCOURAGED
TO CARRY ON...**



**...OVER 2020, WE LISTENED
TO THE THOUGHTS, IDEAS AND
SUGGESTIONS OF OVER
400 MEMBERS OF STAFF...
AND HEARD FROM OVER
100 MORE VIA A SURVEY.**

...THE TEAM SUBMITTED A LIST OF 360 VALUES – 86 OF WHICH WERE UNIQUE...

- Respect
- Excellence
- Collaboration
- Integrity
- Supportive
- Transparency
- Inclusivity
- Diversity
- Equality
- Fairness
- Innovation
- Openness
- Honesty
- Kindness
- Passion
- Accountability
- Communication
- Collegiality
- Creative
- Empathy
- Impact
- Leadership
- Quality
- Appreciation
- Caring
- Community
- Inspirational
- Recognition
- Balance
- Civic Minded
- Commitment
- Courage
- Democracy
- Dedication
- Development
- Effective
- Efficiency
- International
- Open Minded
- People Focused
- Social-Responsibility
- Trust
- Understanding
- Visionary
- Work-Life Balance
- Academic Freedom
- Agility
- Altruistic
- Authenticity
- Awareness
- Benefit Society
- Bold
- Bravery / Courage
- Comradery
- Consistency
- Continuous Improvement
- Contribution to Society
- Discipline
- Discovery
- Empowerment
- Engagement
- Ethical
- Financial Strength
- Friendly
- Giving
- Global
- Growth Mindset
- Independence
- Internationally Competitive Pay
- Investment in People
- Knowledge-Dissemination
- Outward-Looking
- Pride
- Professionalism
- Progressive
- Reflective
- Responsibility
- Scholarly
- Solution-Focussed
- Strategic
- Strong-Leadership
- Sustainability
- Teamwork
- Valuing all People
- Workload Management
- World-Leading

...AND THE TOP 12 MOST SUGGESTED VALUES WERE...



1. Respect

4. Integrity

7. Inclusivity

10. Fairness

2. Excellence

5. Supportive

8. Diversity

11. Innovation

3. Collaboration

6. Transparency

9. Equality

12. Openness

...TAKING THE TOP 12, THE VALUES TEAM DEVELOPED FIVE THEMES ...

RESPECT

COLLABORATION

EXCELLENCE

INTEGRITY

INNOVATION

...AND CREATED DESCRIPTIONS BASED ON WHAT PEOPLE SHARED TO HELP DEFINE THEM FURTHER

WORKING TITLE	WHAT IS IT DESCRIBING?	KEY WORDS	WORKING DESCRIPTIVE PHRASE
RESPECT	Respecting each other	Diversity Empathy Understanding Balance	We treat each other fairly , with kindness and respect , valuing each person's individual experience, perspectives and contribution
COLLABORATIVE	Working together effectively	Communication Teamwork Community Supportive	We work together, seeking to understand , openly sharing , cultivating an effective and vibrant community
EXCELLENCE	High quality delivery	Impact Accountability Effectiveness Dedication	We strive for quality in everything we do, taking pride in our work, delivering impact through our dedication and commitment
INTEGRITY	Doing things properly	Transparency Ethics Trust Authenticity	We do the right thing, being honest and open , checking, challenging and changing our practices and behaviours
INNOVATION	Future focus	Creativity Visionary Courage Discovery	We are ambitious in our pursuit of progress, being inspired by the possibilities the future holds, venturing into the unknown with open minds and having the courage to embrace change

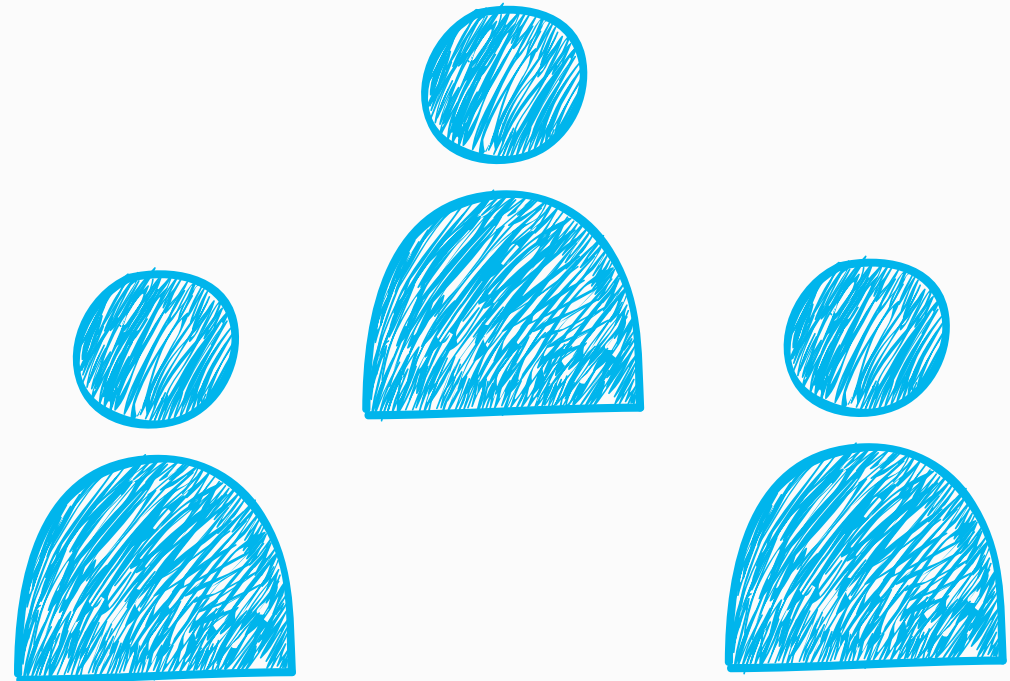
...WE ALSO CAPTURED WHAT PEOPLE WERE TELLING US ABOUT OUR CULTURE

- People feel proud about working at Imperial and the work that we do
- Role modelling is influential
- Funding & reputation drive a competitive environment that can be good and bad
- Leadership that is visible, consistent and transparent is important
- Excellence is celebrated in research above teaching and support
- We don't do a great job at addressing poor behaviours
- There is a disparity of experience across campuses
- Being part of a community is important
- Career progression for junior academics is difficult and appointments are often tainted by perceptions of favouritism
- There are cultural and physical barriers to collaboration



...WE SHARED THESE THEMES WITH GROUPS TO CHECK AND CHALLENGE THEM...

- Provost's Board
- Staff Networks
- Heads of Department
- Faculty Boards
- EDI Forum
- Athena SWAN
- Values Volunteers



...THERE WERE FOUR CONSISTENT THEMES IN THEIR FEEDBACK...

1. **Inclusion, Diversity and Equality** needs to be more **explicit** in the behaviours.
2. Senior people and those that “**bring in funding**” should not be excused from behaving in the right way.
3. To make Values a part of the **culture**, things need to **change**.
4. **Excellence** split the crowd more than any other value. With the key concern that it cannot be used as an excuse for poor behaviour or be **excellence at any cost**.



OUR VALUES AND BEHAVIOURS FRAMEWORK



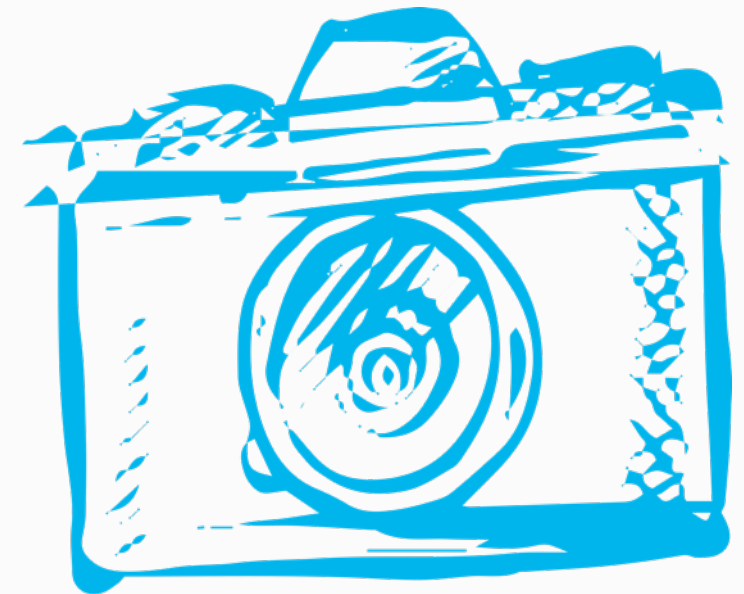
...developing the behaviours required of **everyone** at the
College...

...and what this means in terms of expectations of our
leaders...

...and how the draft values link to Imperial Expectations...

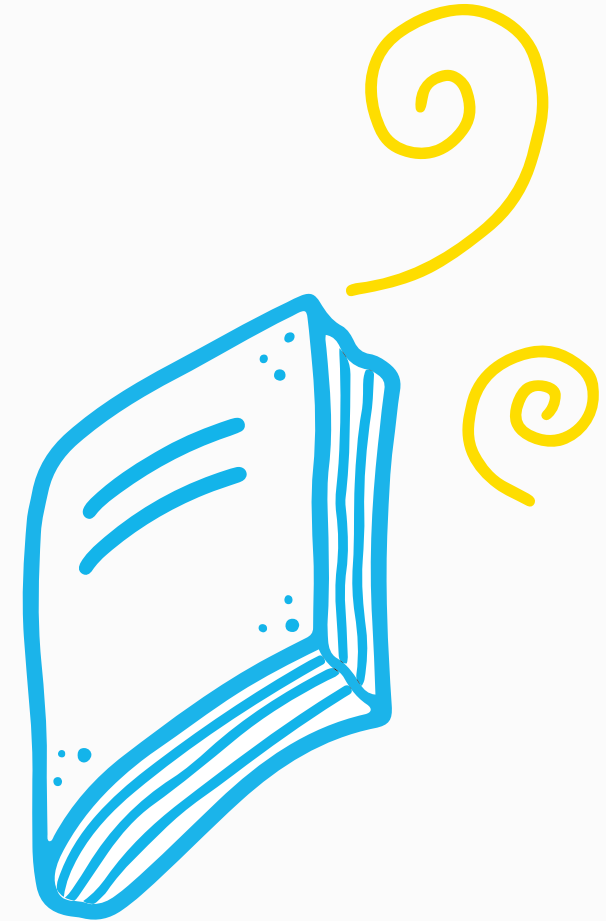
...WHILST THIS WORK HAS BEEN PROGRESSING, OTHER THINGS HAVE BEEN HAPPENING...

- Media attention about bullying at Imperial – shedding light on the need for Values
- Launch of the Working Together group – sponsored by the Provost to ensure we are set up for success
- Report and support tool to enable people to disclose unwelcoming behaviours such as bullying, harassment



...WHERE DOES OUR STORY GO NEXT?

- Provide support and development sessions on the values, work with students to ensure the values align with their perspectives
- Embed the values across the employee lifecycle, integrating them into everyday life at the College
- Share stories of values in action, to inspire and educate
- Hold people accountable for their behaviours
- Measure the impact of values on our culture and outcomes



OUR COLLEGE VALUES



RESPECT

COLLABORATION

EXCELLENCE

INTEGRITY

INNOVATION

VALUE	AMBITION	KEY WORDS	POSITIVE BEHAVIOURS	NEGATIVE BEHAVIOURS
RESPECT	We treat each other fairly, with kindness and respect, valuing each person's individual experience, perspectives and contribution	Diversity Empathy Understanding Balance	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
	We work together, cultivating an inclusive and impactful College community	Communication Teamwork Community Supportive	<ul style="list-style-type: none"> I seek out, listen to, and learn from different perspectives 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 & act on feedback 	<ul style="list-style-type: none"> I keep my knowledge, expertise and ideas to myself I do not offer to help I take credit for the work of others
EXCELLENCE	We strive for quality in everything we do, taking pride in our work, delivering impact through our commitment	Impact Accountability Effectiveness Dedication	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	We do the right thing, being honest and open, checking, challenging and changing our practices and behaviours	Transparency Ethics Trust Authenticity	<ul style="list-style-type: none"> I listen carefully and respond honestly I ask for guidance to help me make the right decisions I speak up when I observe that something isn't right I admit my mistakes and take action to resolve them 	<ul style="list-style-type: none"> 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	We become inspired by possibilities, venturing into the unknown with open minds and having the courage to embrace change	Creativity Visionary Courage Discovery	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> I am rigid in my thinking and ways of working I adopt a negative or pessimistic mindset I think I have all the answers

RESPECT

AMBITION	KEY WORDS	POSITIVE BEHAVIOURS	NEGATIVE BEHAVIOURS
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COLLABORATION

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INTEGRITY

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INNOVATION

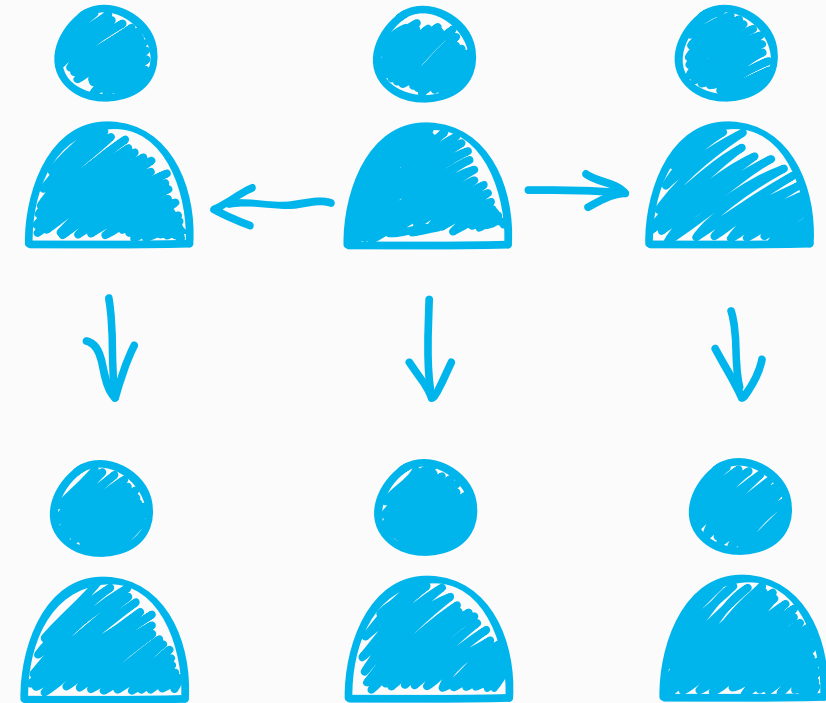
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We become inspired by possibilities, venturing into the unknown with open minds and having the courage to embrace change	Creativity Visionary Courage Discovery	<ul style="list-style-type: none">● I approach my work with a positive and optimistic mindset● 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	<ul style="list-style-type: none">- I am rigid in my thinking and ways of working- I adopt a negative or pessimistic mindset- I think I have all the answers



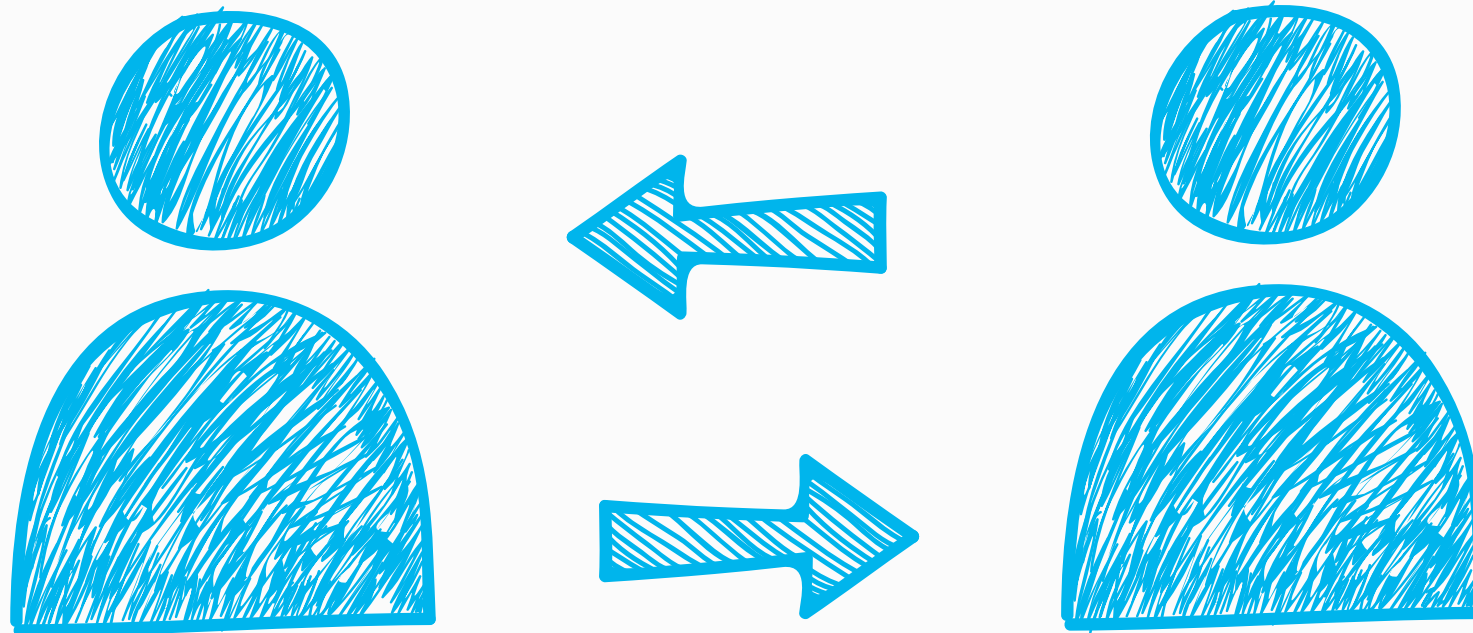
DISCUSS!

DISCUSSION INSTRUCTIONS

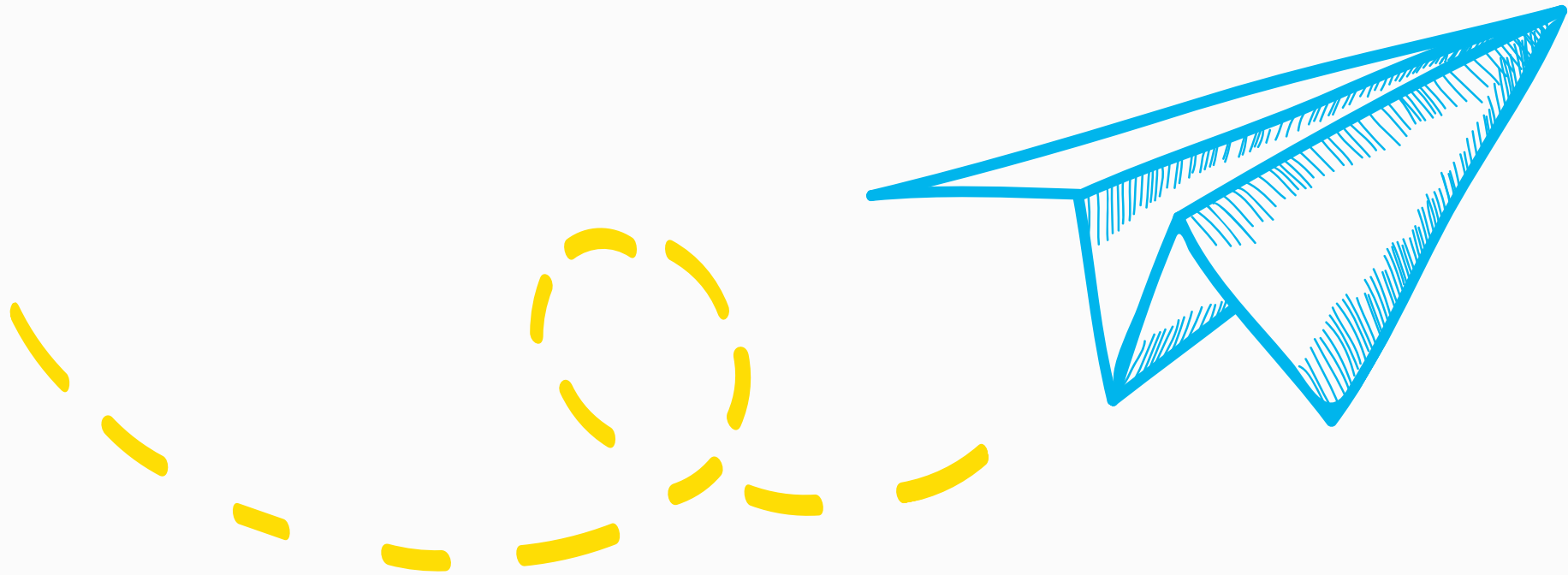
- Pick a Value you feel connected or drawn to
- Share Why you feel connected to it with the group
- Consider how you might demonstrate the positive behaviours associated with this value



DEBRIEF

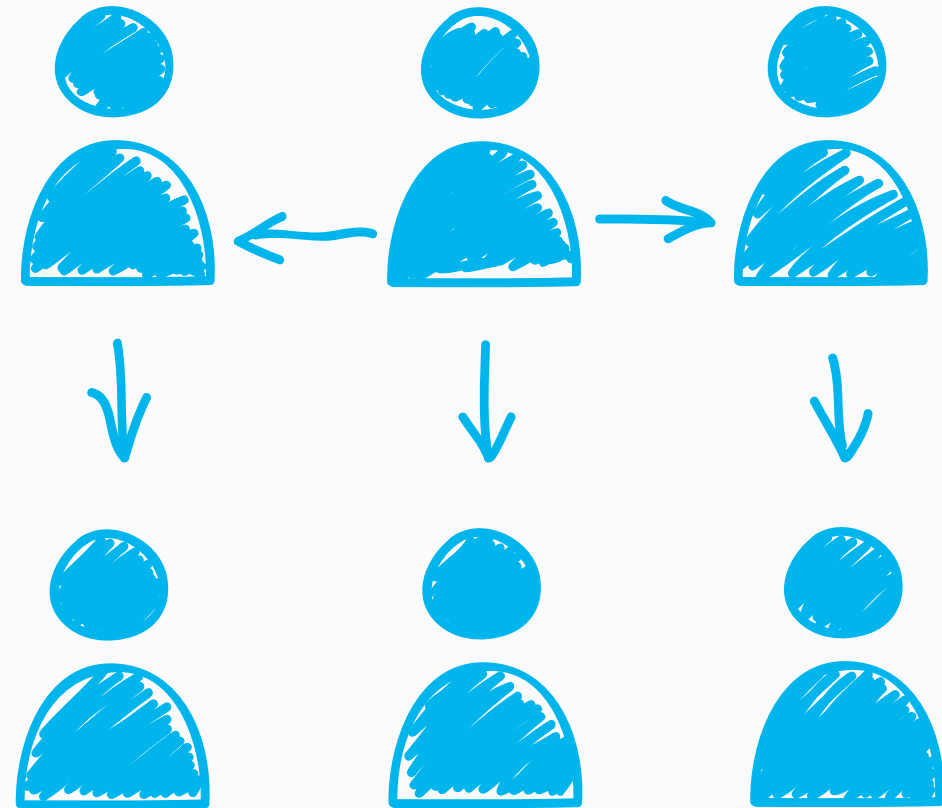


WHAT'S NEXT?



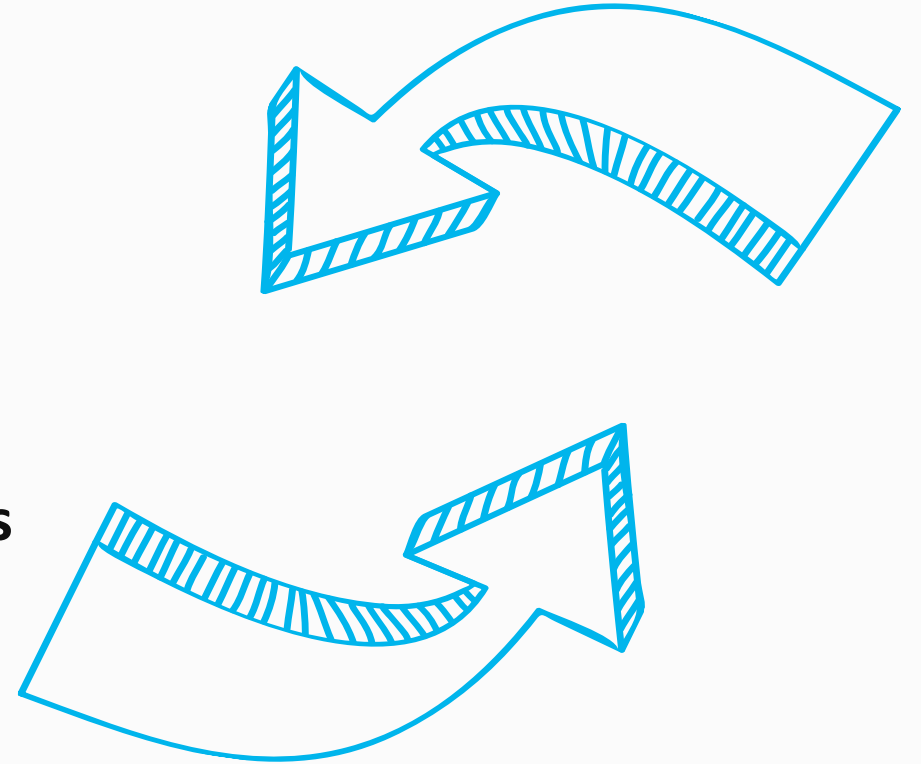
DEVELOPMENT

- Leaders
- Managers
- Everyone



NEXT STEPS

- A conversation with your manager about the Values & Behaviours before the end of the year
- A discussion about Values & Behaviours in your team meetings
- An offer to discuss the Values & Behaviours with any of your leadership team



ACTIONS

- **Commit to one personal action**
- **Ask questions – submit them**



THANK YOU



Together WE ARE IMPERIAL

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