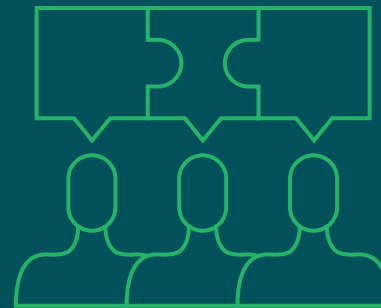


2023

LSHTM Values Behaviour Framework



Foreword

LSHTM's mission is to improve health and health equity in the UK and worldwide; working in partnership to achieve excellence in public and global health research, education and translation of knowledge into policy and practice.

In 2022 we launched our new values – act with integrity, embrace difference, work together, and create impact – which demonstrate how we aspire to achieve our mission now and in the future, and what it means to work and study at LSHTM.

The behaviour framework is a living expression of these values and sets out our expectations of everyone in the LSHTM community, whether based in London or around the world, and regardless of role or seniority.

The framework is intended to be a practical reference point to aid in processes such as recruitment, Personal Development Review (PDR) discussions, and promotion rounds, and can be discussed as part of team meetings and away days. The framework should also be used as a tool to challenge unacceptable behaviours and to promote a culture of mutual trust and respect.

Every member of our community has a responsibility in contributing to the development of a positive, healthy and productive environment at LSHTM. I hope you will find the framework a useful tool in our collective endeavour to build a vibrant community where everyone feels they belong.

Liam Smeeth
Director

Act with integrity



Integrity matters. For it to really count we need to live by what we believe in and prove it again and again, in everything we do. We hold ourselves to rigorous standards, both in our application of the scientific method and in our transparent, honest dealings with people and the world. We need to know where we've come from and stay alive to the impact of the choices we're making today, so we can keep on doing things better in the future. We lead with humility and openness and the ability to listen, learn and constantly improve.

At LSHTM we:

1. Always strive to do the right thing
2. Treat everyone with courtesy and respect
3. Are always honest and fair
4. Consider the consequences of our actions
5. Give and receive feedback to bring out the best in each other
6. Are accountable for our behaviour and the work that we do

As a manager we will also:

1. Address behaviour which falls short of our values, and support others to do the same
2. Create an environment of trust and respect
3. Learn from feedback and share the lessons learnt

Counterproductive behaviours:

1. Putting personal interests above those of LSHTM
2. Working to a hidden agenda
3. Acting in a dishonest or untrustworthy way
4. Presenting other people's work as our own
5. Undermining colleagues
6. Ignoring unethical behaviours

Why is it important?

To build trust amongst staff, students and any external stakeholders or collaborators.
To maintain a positive reputation as an ethical, trustworthy and principled organisation.

Embrace difference

Our community is our heart. We safeguard it, nurture it and help it grow. We reach out further to embrace the world, seeking out and drawing in difference and diversity: different political perspectives, different cultural backgrounds, different life experiences and disciplines. To take on the challenges of the future, we will embrace all the creativity, imagination and determination our diverse community brings.



At LSHTM we:

1. Listen to others' views
2. Have an open mindset
3. Understand that our perspectives may not be considered a universal truth
4. Treat everyone with dignity and respect
5. Proactively address inappropriate behaviour or comments
6. Are aware there is always potential for bias and commit to challenging this if it arises

As a manager we will also:

1. Take time to be with our team, listen and learn from them
2. Nurture environments to allow people to speak openly and honestly with respect
3. Offer progression and development opportunities fairly
4. Embed equity, diversity and inclusion into the work of our team

Counterproductive behaviours

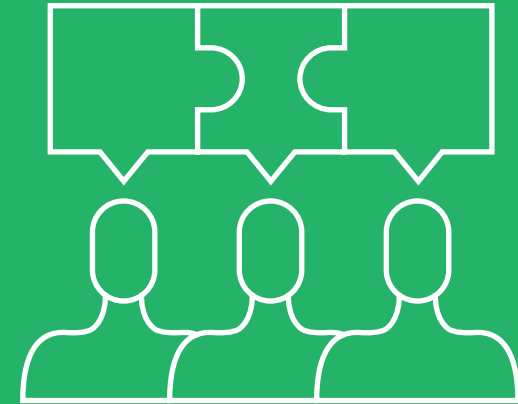
1. Adopting a one size fits all approach
2. Excluding others from full participation
3. Dismissing or disregarding the opinion of others
4. Showing favouritism

Why is it important?

To create an environment where everyone feels valued and able to be themselves irrespective of who they are. To ensure that LSHTM has a reputation for inclusivity and valuing diversity.

Work together

To make the most of our global community we need to work together. Collaboration isn't always easy but it's worth the effort. We are prepared to open our minds, to make room for new approaches, new ways of working and valuable insights that come from new places. We are respectful of one another at all times and mindful of power dynamics. If we can get the balance right and come together to work as equals, we know we can harness the creative potential our diverse community offers.



At LSHTM we:

1. Respect others' roles, contributions, time and expertise
2. Communicate in a respectful way
3. Resolve conflict and disagreement with courtesy and respect
4. Actively seek out others' ideas and contributions
5. Look for opportunities to contribute and collaborate

As a manager we will also:

1. Encourage and support new and different collaborations
2. Appreciate colleagues and say thank you for a job well-done
3. Deal quickly and fairly with conflict or disagreement
4. Encourage participation from team members and ensure all voices are heard
5. Be clear about individual and team expectations

Counterproductive behaviours:

1. Allowing interpersonal differences to impact on our work or team dynamics
2. Being unavailable to support others, provide input or participate
3. Relying on old patterns of work, silos, hierarchy, existing networks and what we've always done
4. Not recognising or trusting the expertise of others
5. Blaming others or publicly criticising

Why is it important?

To ensure that we have a positive working environment where all staff feel valued and supported and we are able to benefit from knowledge sharing and collaboration to the benefit of staff, students and the reputation of LSHTM.

Create impact

We bring the transformative power of scientific insight and innovation to the day-to-day lives of people around the world, translating research into impact and educating the next generation of public health professionals. We solve difficult problems and unlock new possibilities by getting closer to root causes, working with people on the ground and by always striving to see the bigger picture. We're not afraid to challenge assumptions, to ask awkward questions or reimagine ways of working because that's how you spark new ideas and bring them to life.



At LSHTM we:

1. Are ambitious
2. Take pride in our work and produce work of the highest quality
3. Make sure those impacted by our work are front and centre of our planning
4. Are open to change and new ways of doing things
5. Empower each other to try new approaches, innovate and embrace change
6. Look for ways to improve systems and processes

As a manager we will also:

1. Welcome fresh ideas
2. Create an environment where individuals can learn and develop
3. Give individuals the time and space to be curious about their work and reflect on new ways to do things.
4. Be responsible for and make best use of resources
5. Find ways to celebrate and share successes

Counterproductive behaviours:

1. Holding on to ways of doing things that no longer serve us well.
2. Being resistant to change at team or organisational level
3. Stifling creativity and new ideas.
4. Cutting corners or showing a lack of care in the work we do
5. Not meeting reasonable deadlines
6. Producing or accepting work below the standard expected

Why is it important?

To ensure the work we produce is of the highest standard, and that we are continuously improving. To maintain our reputation for excellence in an ever competitive environment.