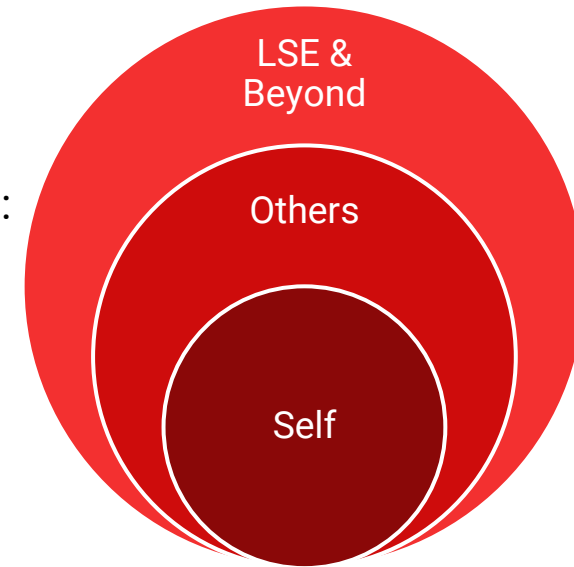# LSE Leadership Framework

JUNE 2025

Principles

The framework is built on three key principles:

1. Leadership at all levels: Leadership can be demonstrated by everyone, in varying degrees, at individual, team, and LSE levels
2. Ethics Code: Our ethics underpin and inform both our beliefs and our actions as leaders at LSE
3. Talent focus: The framework is centred on people development

Dimensions

The framework encompasses three leadership dimensions each with observable positive indicators:

- Leading Self - How I lead myself in my day-to-day work
- Leading Others - How I lead groups or teams, either formally or informally
- Leading LSE & Beyond - How I demonstrate leadership to contribute to LSE's success

Objectives

This framework has three primary objectives:

- Establish professional standards for leadership across LSE that define the culture needed to deliver our strategic vision
- Embed these standards throughout the employee lifecycle in practical ways to attract, retain, engage, and develop talent
- Equip leaders with the mindsets, skillsets and practices necessary to foster shared ownership of our cultural norms at LSE

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Leadership Pillars

Agility:
We navigate and respond to changing circumstances, challenges, and opportunities to ensure sustained performance and growth.

Belonging:
We communicate inclusively, openly and respectfully so our LSE community feel valued and engaged with our shared purpose and priorities.

Collaboration:
We develop collaborative, psychologically safe and inclusive environments which deliver remarkable and sustainable results.

Delivery:
We continuously develop ourselves, colleagues, teams and as an institution so our vision and priorities are delivered with distinction.

Agility
Strategic thinking
Problem solving
Decision making

Belonging
Authenticity
Emotional intelligence
Inclusivity

Sustainability Committed

Digitally Enabled

LSE
Vision
&
Ethics

Consciously Inclusive

Impact Focussed

Ownership
Development
Delegation

Delivery

Co-creation
Experimentation
Challenge

Collaboration

Agility: We navigate and respond to changing circumstances, challenges, and opportunities so we serve our communities flexibly and shape our world.

Credentials	Positive Indicators:
Strategic Thinking	• Vision: Takes a wider perspective to develop a compelling, clear vision with associated plans, priorities, milestones, and resources. • Alignment: Engages with stakeholders to ensure activities align with strategic goals, manage dependencies, and deliver impact. • Horizon Scanning: Proactively identifies emerging trends, risks, and opportunities to keep the organisation agile and responsive. • Scenario Planning: Anticipates potential obstacles and adopts alternative routes quickly when the context changes or goals shift.
Problem Solving	• Analytical Thinking: Generates relevant data to diagnose problems, develop and evaluate viable options with the desired goal in mind. • Proactive Problem-Solving: Anticipates potential obstacles and encourages others to take initiative to identify and address root causes. • Systems Thinking: Places challenges and opportunities in context to expose underlying, interconnected, and isolated factors at play. • Persistence: Remains committed to seeing challenging tasks or project through to implementation to bring about defined target benefits.
Decision Making	• Responsiveness: Reacts swiftly to changing circumstances while remaining flexible enough to adjust decisions as new insights emerge. • Risk Management: Assesses risks and benefits effectively and makes decisions that balance short-term needs with long-term goals. • Transparency: Communicating decisions clearly and openly, explaining the rationale behind them to build trust and commitment. • Reflective practice: Reflects on past decisions, both successful and unsuccessful, to generate insights and improve future decision-making.

Belonging: We communicate inclusively, openly and respectfully so our LSE community feel valued and engaged with our shared purpose and priorities.

Credentials	Positive Indicators:
Inclusivity	• Active Listening: Pays close attention to what team members are saying, showing genuine interest and understanding. • Diverse Perspectives: Ensures all team members feel heard and demonstrates that diverse experiences and ideas are valued at LSE. • Addressing Bias: Actively works to recognise, call out, and mitigate biases in communication, decision-making, and ways of working. • Consistent Messaging: Ensures messages are consistent across different channels & contexts, reducing risks of misunderstandings.
Authenticity	• Fostering Trust: Communicates openly and transparently, aligns actions with values, and acknowledges personal vulnerabilities. • Respectful Communication: Uses language that is respectful and considerate of all team members' backgrounds and perspectives. • Celebrating Difference: Acknowledges and values the diverse experiences and perspectives that colleagues bring to shared priorities. • Positive Reinforcement: Recognises and celebrates the achievements and efforts of team members, boosting morale and motivation.
Emotional Intelligence	• Non-Judgmental Attitude: Responds to feedback without blame or criticism, demonstrating curiosity and openness to self-development. • Supportive Reactions: Provides reassurance and shows genuine care and concern when colleagues share vulnerabilities or challenges. • Acknowledging Mistakes: Openly acknowledges personal mistakes and learns from them, setting an example for the team. • Social Awareness: Anticipates and interprets social dynamics, using this awareness to positively shape or redirect group interactions.

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Collaboration: We develop collaborative, psychologically safe, and inclusive environments so we can collectively deliver our priorities and strategic vision.

Credentials	Positive Indicators:
Co-creation	• Partnering: Shares decision-making power, insights and resources with others to achieve common goals and increase impact. • Fostering Teamwork: Promotes unity and cooperation, supporting and enabling others to work together towards common goals. • Leveraging Strengths: Harnesses and integrates diverse lived experiences and sources of expertise to achieve breakthroughs. • Encouraging Feedback: Actively seeks and offers feedback to inform decisions, support growth and continuous improvement.
Experimentation	• Championing Initiative: Promotes proactive thinking, developing plans and the pursuit of new opportunities, ideas and strategies. • Fostering Curiosity: Creating an environment where questioning, exploring new ideas, and challenging assumptions are encouraged. • Experimentation: Actively seeks out and considers innovative approaches to advance their own learning and improve results. • Flexible Thinking: Adapts to new information, responds to changing circumstances, and evolves work practices accordingly.
Challenge	• Open to Change: Advocates for adopting new methods, streamlines processes, and applies learning from successes and failures. • Open to Challenge: Invites others to question the status quo, offer feedback and propose unconventional ideas that are untested. • Constructive Engagement: Thoughtfully, respectfully, and constructively engages with disruptive viewpoints and new perspectives. • Fostering Debate: Encourages diverse perspectives, facilitates healthy discussion, and explores even the most radical ideas.

Delivery: We continuously develop ourselves, colleagues, teams and as an institution so we can responsibly deliver our strategic vision and priorities.

Credentials	Positive Indicators:
Ownership	• Managing performance: Ensures expectations are mutually understood and maintains oversight of the delivery of agreed outcomes. • Shared Purpose: Engages team members to understand and align their contributions to a shared purpose and associated priorities. • Building Commitment: Coaching others to take ownership, fostering agency & persistence to overcome obstacles to deliver results. • Managing accountability: Implements systems to ensure accountability and transparency within the team and the wider LSE.
Development	• Recognition and Consequences: Celebrates the successes of both individuals and teams while intentionally improving performance. • Flexible Thinking: Adjusts strategies and approaches based on new information and changing circumstances. • Supportiveness: Provides feedback constructively to build self-awareness, promote learning, and performance development. • Follow-Up: Encourages reflective practice and personal accountability for making necessary changes and stretching potential.
Delegation	• Clear Expectations: Defines tasks, objectives, and expected outcomes when delegating, ensuring clarity on what is required. • Unified Effort: Encourages teamwork and ensures everyone understands their role in achieving shared objectives in agreed timelines. • Empowerment: Trusts others to work independently and through their networks, providing resources, access, authority and autonomy. • Continuous development: Invests time in growing team member confidence and capability when delegating responsibilities or tasks.