



Angelo State University

Developing Leaders Of Character

LEAD LIKE A RAM

2023





PRESIDENT'S ACADEMY

For life-long leaders

OUR VISION

By the end of this decade, ASU will be known as an innovative leader in driving educational, cultural, and economic initiatives to meet the needs, face the challenges, and grasp the opportunities for our region, state, and the global community.



ASU MISSION

Angelo State University provides highly competitive graduates to the global marketplace by delivering quality programs in a values-focused and student-centered teaching and learning environment.



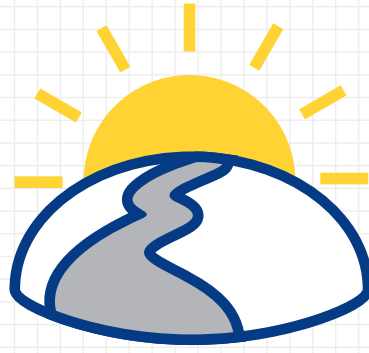
INTEGRITY / INTEGRIDAD



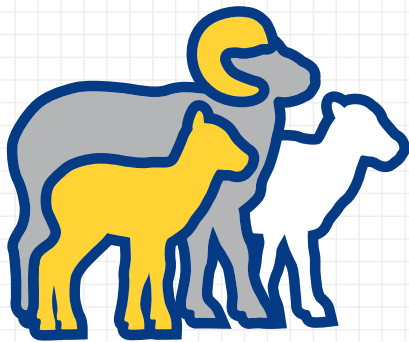
**DIVERSITY + INCLUSION
DIVERSIDAD + INCLUSIÓN**



COMMITMENT / COMPROMISO



SIGNIFICANCE / IMPACTO



COMMUNITY / COMUNIDAD

President Hawkins Letter **06**

Steve Sosland Letter **08**

It's About to Get REAL **11**

Session One: Compass Competencies **14**

Session Two: Leading versus Managing **16**

Session Three: Self-Awareness **18**

Session Four: Effective Communication **22**

Session Five: Decision Making **25**

Session Six: Building Trust
and Accountability **27**

Session Seven: Organizational Project **30**

Session Eight: Cohort Projects **30**

Acknowledgments & Thought Leaders **32**

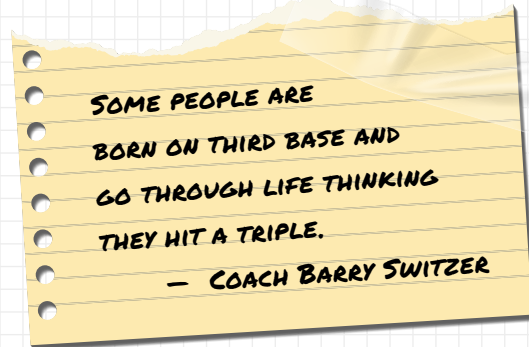
**A MESSAGE FROM PRESIDENT
RONNIE D. HAWKINS, JR.,
LT GEN (RET), USAF**

Dear Ram Students,

I encourage you to consider participating in a very special program we have developed for juniors at ASU. The Lead Like a Ram student leader development program is a voluntary opportunity for those who want to develop as leaders of character.

When I look back over the many roles and responsibilities I have had as a husband, father, grandfather, United States Air Force General Officer, business owner, pastor, and university president, I consider my years as a Ram Student to be the critical foundation that allowed me to determine my direction and the course of my life.

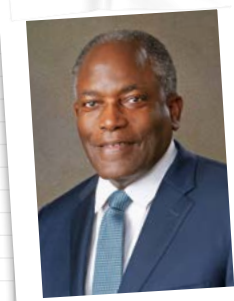
The Lead Like a Ram program offers selected students the opportunity to participate in a close-knit cohort and study eight specific competencies needed to successfully lead others. Proven leaders with a successful track record will facilitate each session, share lessons learned from their success and failures, and give you the opportunity to participate in a leader laboratory. This is a safe space where you can test your ideas, receive dedicated coaching and mentoring, and prepare to step into roles where you can lead others successfully.



Most leaders are not born on third base. Regardless of where they start in life, great leaders achieve success through hard work, creativity, innovation, dedication, and by building resilience through overcoming challenges and failures. Those of you who choose to participate in this special program will have the opportunity to build a strong network of colleagues who will be there to support you throughout your leader development journey and your career.

As in MercyMe's song, Dear Younger Me, the choices you make will be the choices that determine who you will be. I encourage you all to make good choices. Joining the The Lead Like a Ram student leader development program is one of those.

Sincerely,



**RONNIE D. HAWKINS, JR.,
LT GEN (RET), USAF
PRESIDENT
ANGELO STATE UNIVERSITY**

A MESSAGE FROM STEVE SOSLAND

During the last three years, I have closely observed President Ronnie Hawkins as he created the vision for Angelo State University and the Ram Family. This vision includes developing people who can meet the needs, face the challenges, and grasp the opportunities for our region, state, and the global community. The Lead Like a Ram student leader development program is one example of how we will deliver on President Hawkins' vision.

This Student Leaders Guide captures lessons learned by members of the first cohort of the program. It offers insight into the development you can expect if you choose to apply to be a cohort member.

A fundamental character trait President Hawkins models for all of us is a deep commitment to developing people to serve in positions of great responsibility. We are on a journey to create a sustainable values-based culture at ASU. This *Lead Like a Ram student leaders guide* introduces the compass as a symbol of that journey. Around the compass you will find the eight competencies that will be the focus of the student development program.

I had the opportunity to work closely with and observe the first cohort of the Lead Like a Ram program. The

students brought energy, curiosity, and a true desire to learn to lead. In exchange, Jason Weber, the TTU System Associate Vice Chancellor for Leader and Culture Development tailored a program for the cohort designed to build eight critical competencies needed to lead while serving others in positions of great responsibility.

I encourage you to study this guide and develop yourself to hone these competencies. A great way to do that is to join the cohort in the Lead Like a Ram student leader development program.

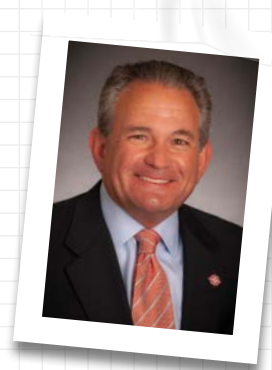
Warm regards,



Steve Sosland

**VICE CHANCELLOR
FOR LEADER AND
CULTURE DEVELOPMENT**

TEXAS TECH UNIVERSITY SYSTEM





• NO ONE BELONGS HERE
• MORE THAN YOU.
• — BRENÉ BROWN



Angelo State University. Where your Career Goals Become REALity: Ready. Explore. Apply. Launch.

ASU's commitment to marketable skills and job placement is showcased in REAL courses and activities across your college experience. REAL courses include high-impact opportunities to enhance your career-readiness, such as networking with alumni and interacting with professionals in the field.

Lead Like a Ram is a REAL opportunity for you to APPLY what you have learned in the classroom to your leadership journey. Research shows that employers view leadership as a critical career readiness competency. Similar to an internship or other academic field experience, Lead Like a Ram lets you explore and practice leadership in the field. Our ultimate goal is to help LAUNCH you into employment, graduate school or military commitment following graduation.

Your life-long leadership experience is "about to get REAL"!

ASU LEADER DEVELOPMENT COUNCIL

The ASU Leader Development Council (LDC) exists to provide advice and counsel to the Office of the President at Angelo State University, and the Texas Tech University System Office of Leader and Culture Development. The focus of the LDC is on all people development programs within the Angelo State University President's Academy for Life-long Leaders.

To learn more about the Leader Development Council, scan here



LEAD LIKE A RAM STUDENT LEADER DEVELOPMENT PROGRAM

This four-month program provides experiential learning for Juniors at ASU. Within this program, students utilize scenario-based learning, readings from a variety of influential authors, and receive five hours of professional coaching from an International Coaching Federation (ICF) credentialed coach.

The Leader Development cohort consists of students that represent multiple facets of ASU's campus culture. Through an application screening, accepted students meet two times a month for two hours where they interact with their peers on a variety of session topics.

The curriculum for this program brings to life the competent leader framework within the President's Academy for Life-Long Leaders.

Topics include:

- The President's Competent Leader Model
- Leadership and Character
- Decision Making as a Leader
- Effective Leader Communication
- Managing Others
- The Ethical Leader

SESSION ONE

COMPASS COMPETENCIES



TOP THREE TAKE-AWAYS

- 1) Identify your personal core values to define your individual internal moral compass. Let that be your True North to guide your life's journey.
- 2) Embrace those who share similar core values.
- 3) Have the courage to ask for help from those in your network.

SESSION TWO

LEADING VERSUS MANAGING

Peter Drucker stated, "Management is doing things right; Leadership is doing the right things."

In today's organizations, values-based leaders are needed to bridge the gaps that emerge. While both leaders and managers play a role within the operation of any team, it is important to remember the key differences between the two:

Leaders

- Create a Vision
- Change Agents
- Are unique
- Take risks
- Create relationships

Managers

- Create goals
- Maintain the status quo
- Are influenced
- Evaluate risks
- Create Systems

I learned to understand the difference between leading and managing and be more self-aware about my roles.

— Miranda Franco
Cohort One

I learned from James Hunter to manage things and lead people. I want to always lead from the front with integrity.

— Troy Crosby
Cohort One

Remember, anyone can manage, but not everyone can lead. To become an effective leader, you need to be open to developing relationships and willing to be a life-long leader.

TOP THREE TAKE-AWAYS

- 1) To lead a team, I must first be a good follower.
- 2) Anyone can manage, but not everyone can lead.
- 3) Leaders create relationships. Managers create systems.

SESSION THREE

SELF-AWARENESS

I have become more confident in my own skills that allow me to best contribute to my team, all while being humble enough to admit when I'm wrong.

There is value in understanding the power of different perspectives.

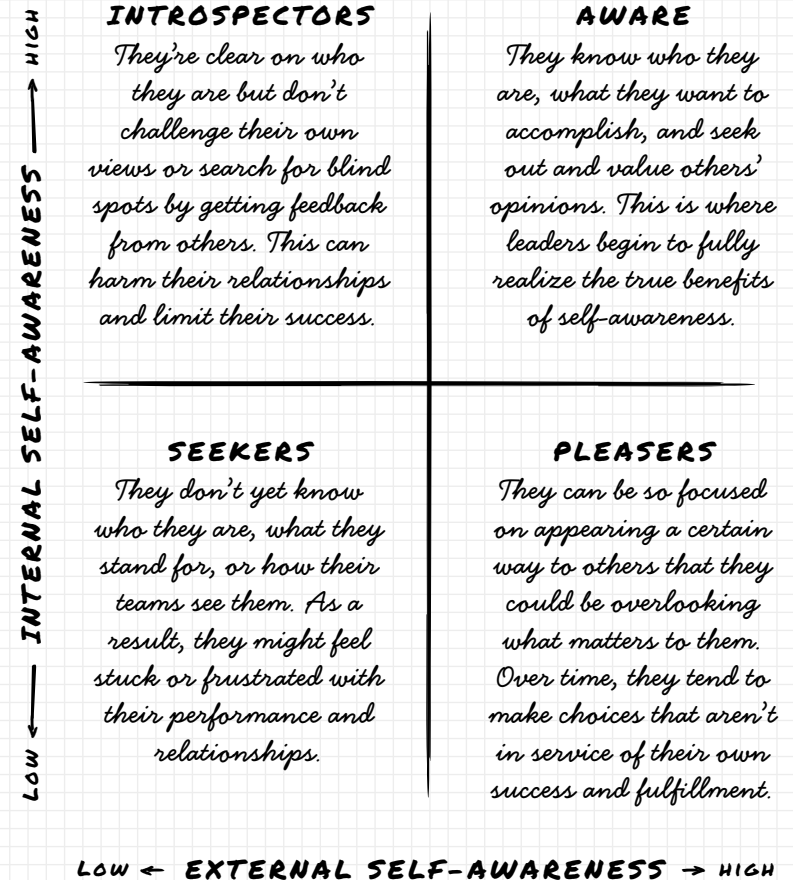
— Lindy Ochoa
Cohort One

“Even though most people believe they know who they are, the reality is that only 10-15% of people are actually self-aware.” — Tasha Eurich

Who are you as a person? It is important for us to spend time understanding our likes, dislikes, values, beliefs, etc. When we have clarity on who we are, it allows us to interact and respond more effectively to the environment around us.

While there are several ways to learn about your preferences, Tasha Eurich provides a model that serves as a reminder of the complexity of self-awareness.

THE FOUR SELF-AWARENESS ARCHETYPES



[HTTPS://HBR.ORG/2018/01/WHAT-SELF-AWARENESS-REALLY-IS-AND-HOW-TO-CULTIVATE-IT](https://hbr.org/2018/01/what-self-awareness-really-is-and-how-to-cultivate-it)

NOTES

Where are you on the self-awareness model?



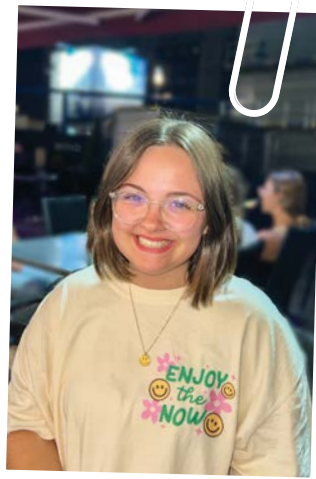
The President's Academy for life-long leaders exemplified true leadership.

The skills that I have acquired will benefit me and others for a lifetime. I am grateful for the opportunity to be involved with such an amazing program.

— Cynthia Murillo

This program was a very fun, innovative experience. My favorite aspect was our online one-on-one coaching through CoachHub! Through that, I gained so much knowledge about who I am as a leader and individual; and I'm even staying in touch with my coach now!

— Gabbie Turner



TOP THREE TAKE-AWAYS

- 1) Create a safe space for you and others.
- 2) Be humble enough to admit when you're wrong.
- 3) Don't fixate on you as a leader now. Focus on the leader you want to become.

SESSION FOUR

EFFECTIVE COMMUNICATION

I learned to be more of an empathetic listener instead of an active listener. In order to truly understand someone I must give them my undivided attention.

— Citlalli M. Cano
Cohort One

*What I learned:
The single biggest problem with communication is the illusion that it has taken place.*

— Conor Kenny

Most teams will identify communication as a skill they want to improve. So, why is communication so easy to identify as a skill needing improvement, yet it is difficult to actually see improvements? This question inspires us to think about the different viewpoints people bring.

ASSUMPTIONS

Things we believe to be true from our initial observation, even though we may not know the whole picture.

PERCEPTIONS

These are beliefs that we have gathered through our life experiences. Because we have all had different upbringings, we need to remember that not everyone will see the world around us the same. Always remember – be curious!

EXPECTATIONS

These are standards or behaviors we hold for ourselves and others. As leaders and team members, what expectations do we have for each other? Seek clarity in understanding what everyone expects so a solid foundation can be established.

TOP THREE TAKE-AWAYS

- 1) Listen to understand, not to respond.
- 2) Different thinking is where progress and invention and discoveries lie.
- 3) It is important to allow everyone to have their say, even if they can't always have their way.

DECISION MAKING

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

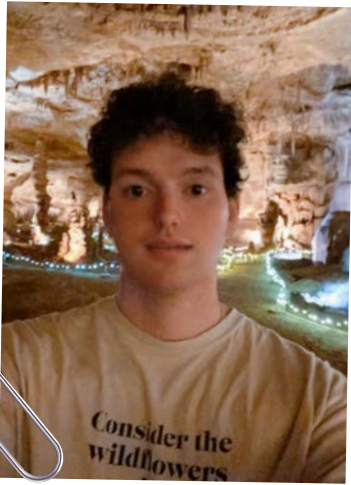
Decisions will come in all shapes and sizes. As *Think Watson* tells us, we need to **RECOGNIZE** assumptions, **EVALUATE** arguments, and **DRAW** conclusions.

As the line of choice tells us, we have control over how we respond and react to situations. So, are you operating above or below the line?

Ownership
Accountability
Responsibility



Blame
Excuses
Denial



The leadership program was a valuable experience that reinforced the significance of teamwork, effective communication, and adaptability. These lessons have not only strengthened my own leadership abilities but also inspired me to empower others by fostering a collaborative and inclusive environment.

— Hunter Hernandez

There have been times in my life where decisions I have had to make became more overwhelming the longer I waited to make them. What I learned is that sometimes the longer I wait to make the perfect decision can impact my ability to make the best decision.

— Katelin Heise



NOTES

On which side of the line of choice do you fall?

TOP THREE TAKE-AWAYS

- 1) Learn to make a timely decision and then adjust during execution.
- 2) Not making a decision is a decision.
- 3) Colin Powell learned to never make a decision with less than 40% of the needed information or it would not be a good decision. He also learned not to wait until he had over 70% of the needed information, or it wouldn't be timely.

SESSION SIX

BUILDING TRUST AND ACCOUNTABILITY

TO GET TO THE NEXT LEVEL OF GREATNESS DEPENDS ON THE QUALITY OF OUR CULTURE, WHICH DEPENDS ON THE QUALITY OF OUR RELATIONSHIPS,

WHICH DEPENDS ON THE QUALITY OF OUR CONVERSATIONS. EVERYTHING HAPPENS THROUGH CONVERSATIONS!

— JUDITH GLASER

According to Randy Conley, “Leadership begins with trust.” When leaders have trust within their team, all things are possible. Creativity, innovation, productivity, efficiency, and morale flourish (Simple Truths of Leadership, p. 75).

I learned that the important thing is to build a network of lifelong friends by building relationships and trust with people. I can destroy an enemy by making them my friend. Leadership is a set of skills I learn and hone. It is not something someone else can give me.

— Marissa Mireles



*SELF-TRUST IS THE FIRST
SECRET OF SUCCESS.
— RALPH WALDO EMERSON*

To build trust, consider the model Ken Blanchard shares:

ABLE – Demonstrate competence. Demonstrate you understand the environment you are a part of.

BELIEVABLE – Act with integrity. Do what you say you will do.

CONNECTED – Show care and concern for others. Be intentional with developing workplace relationships.

DEPENDABLE – Honor commitments. Stay true to your word.

TOP THREE TAKE-AWAYS

- 1) Be inclusive to input from everyone.
- 2) The foundation of trust becomes more important as the stakes get higher.
- 3) Leadership is learned and honed throughout a lifetime of leading.

SESSION SEVEN

ORGANIZATIONAL PROJECT

A project is a one-time event with a specific start time and specific end time with desired results.

To enhance the application of lessons learned, students will be asked to work in groups to solve a problem that will have a positive impact on the culture of ASU. Students will be provided 6-weeks to further define the problem, research solutions, and develop an action plan.

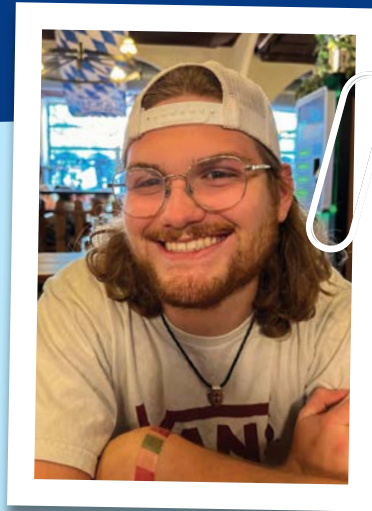
*My personal takeaway:
Organizations don't
create sustainable
cultures.
People do.*

— Laney Dale

SESSION EIGHT

COHORT PROJECTS

- Student Voice
- Diversity and Inclusion
- Core Values



When I was first told about this, I didn't really want to do it, but after the first session I was hooked! I loved learning about the different ways that we can lead others and make an impact on our community.

— Travis Hewitt

One thing this program did was show me the importance of having input from those you work with to help you succeed. Allowing for multiple ideas and trains of thought can sometimes bring about great things. Also, learning to be the right kind of leader is important to the success of any business or idea.

— Troy Crosby



ACKNOWLEDGMENTS

FROM STEVE SOSLAND, VICE CHANCELLOR, LEADER + CULTURE DEVELOPMENT, TEXAS TECH UNIVERSITY SYSTEM

I want to acknowledge the following team members who collaborated on this project. They are experts in their related areas and contributed greatly to this field guide.

RONNIE D. HAWKINS, JR., LT GEN (RET), USAF gave us the vision of his legacy. This inspired us to work energetically and collaboratively to develop sustainable and relevant programs that all participants will want to own.

JASON WEBER, Associate Vice Chancellor for Leader and Culture Development who listened to input from the Leader Development Council and designed the Lead Like a Ram program.

THE ASU LEADER DEVELOPMENT COUNCIL – FLOR LEOS, DON TOPLIFF, TWYLA TASKER, DEREK MCINTYRE, CHRISTABEL ROMINE, JESSICA GOOCH, CHUCK WADDINGTON, AND SCARLET CLOUSE – who gave guidance in the first cohort and ensures the ASU programs are tailored for the needs of all stakeholders.

BARRY HELMS, The Owen Group in Lubbock; and **JORDAN PAPE + WHITNEY GREEN** of TTUHSC, who collaborated and used their creative design competencies to develop a highly readable and useable guide.



SCOTT PARSONS, Assistant Vice Chancellor for Character and Ethics Development, Office of Leader and Culture Development, Texas Tech University System, who shared his work on virtues and character development.

RYAN BROWN, Managing Director for Measurement, Doerr Institute for New Leaders at Rice University in Houston, who consulted with us on how to establish an effective system to measure growth in leader development competencies.

COLONEL KURT WENDT, JOHN ABBATIELLO, TOM TORKELSON, AND SENIOR MASTER SGT. PAT HUNT at the Center for Character and Leadership Development at the United States Air Force Academy who generously shared information and lessons learned in developing leaders of character.

THOUGHT LEADERS

Many of the organizations we observed use leadertainment as a major focus for developing leaders. They engage authors or nationally recognized speakers to deliver presentations and then leave it to individuals to determine how to use the information, or not.

We took a different path. We have partnered with thought leaders on topics relevant to developing leaders of character. We have chosen to work with them over time and integrate their lessons into our programs. These are some of those with whom we are working:



ANN RHOADES

The driving force behind the culture at Southwest Airlines. She taught us how to build a cultural foundation on shared core values.

STAN MCCHRISTAL

Retired Army four-star general and founder of the McChrystal Group. He taught us the power of collaborative communication and empowerment.



PAT LENCIONI

Author of multiple books on building organizational health. He taught us the how to create vulnerability-based trust and to utilize the Working Genius model to get the right people in the right seats on the bus.



RANDY CONLEY

Together with Ken Blanchard is helping us develop emotionally intelligent servant leaders who fundamentally know how to build trust.



CARLA HARRIS

Former Vice-Chair of Morgan Stanley. She taught us her Pearls of Wisdom and the importance of helping young leaders find coaches, mentors, and sponsors to assist in their career development.



SOURCES

VALUES

Ann Rhoades, *Built on Values* (San Francisco: Jossey-Bass, 2011)

Bill George, *True North* (San Francisco: Jossey-Bass, 2007)

CHARACTER

Keith Hamel and Scott Parsons, *The System Meets the Framework: Character Education at USMA* (West Point, New York: West Point Magazine, Winter 2022)

Ryan Holiday, *Courage is Calling* (New York: Portfolio/Penguin, 2021)

ETHICS

Marianne M. Jennings, *The Seven Signs of Ethical Collapse* (New York: St. Martin's Press, 2005)

Michael Beer, *How to Be a Leader Who Stays True to Their Ethics* (Boston: Harvard Business Review, September 2021)

SELF-DEVELOPMENT

Ken Blanchard and Randy Conley, *Simple Truths of Leadership* (Oakland: Berrett-Koehler, 2022)

Stephen R. Covey, *The 7 Habits of Highly Effective People* (New York: Simon & Schuster, 1989)

MANAGEMENT

Peter Drucker, *The Effective Executive* (New York: Harper Books, 1966)

Warren Bennis, *On Becoming a Leader* (New York: Basic Books, 1989)

DECISION-MAKING

Ray Dalio, *Principles* (New York: Simon & Schuster, 2017)

COMMUNICATION

Geoffrey Tumbler, *Stop Talking Start Communicating* (New York: McGraw Hill, 2013)

Stephen R. Covey, *The 8th Habit* (New York: Free Press, 2004)

ORGANIZATIONAL ACUMEN

Patrick Lencioni, *The Advantage – Why Organizational Health Trumps Everything Else in Business* (San Francisco: Jossey-Bass, 2012)

NOTES

NOTES

NOTES



ANGELO STATE UNIVERSITY

STEVE SOSLAND

VICE CHANCELLOR, LEADER & CULTURE DEVELOPMENT

TEXAS TECH UNIVERSITY SYSTEM

1508 KNOXVILLE AVENUE | SUITE 221 | LUBBOCK, TEXAS 79409

817.304.6173 | TEXASTECH.EDU