



CHANCELLOR'S  
**ACADEMY**  
FOR LIFELONG  
**LEADERS**

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## A MESSAGE FROM CHANCELLOR TEDD L. MITCHELL, M.D.

Someone recently asked me, “What legacy do you want to leave with the Texas Tech University System?”

This got me thinking about my grandfather, a wise and wonderful man who often reminded me that the most important thing I can do is live a life that matters. He told me, “Tedd, make decisions and live your life in a way that will have a positive impact on others.”

What does it mean to leave a legacy? If you ask Google, it will tell you it means, “Putting a stamp on the future and making a contribution to future generations.” In short, people want to feel their life mattered.

So back to the original question: What legacy do I want to leave with the TTU System? The answer is simple: I want to know the work I’m doing as Chancellor of our system is making a positive impact on the lives of those we serve — now and for generations to come.

As we’ve worked to establish and foster a values-based culture, we had the idea to create a people development framework that allows participants to not only impact their own lives, but the lives of those they influence as well. As leaders, it is our responsibility to not only continually sharpen our axes and hone our skills to improve the lives of others, but to also cultivate and guide the next generation of leaders who will eventually take up the charge of building their own legacy.

This field guide introduces the Chancellor’s Academy for Lifelong Leaders.

The symbol we chose for the academy is the compass rose. The compass reminds us that, as leaders, we are on a journey. The points on the compass highlight the major focus areas of the academy – the different directions we will travel on our leader-development journey.

My charge is to always be mindful of three critical elements of success: Sustainability, Relevance and Ownership.

**SUSTAINABILITY:** We are future focused. We create programs and processes to grow leaders for the generations that will follow us.

**RELEVANCE:** The topics and curricula we build allow participants to lead through the challenges we face now and prepare for those we will face in the future.

**OWNERSHIP:** All those involved with building the academy (participants, facilitators, presenters and donors) have input for improving the academy. Together, we prepare students, faculty, staff and administrators within the Texas Tech University System – and beyond – to lead at increasingly higher levels of effectiveness.

I believe that together, everybody involved with the Chancellor’s Academy for Lifelong Leaders will make a positive impact not just on the TTU System, but on all the lives they touch.



Warmest regards,

A handwritten signature in blue ink, appearing to read 'Tedd L. Mitchell'.

Tedd L. Mitchell, M.D.  
**CHANCELLOR  
TEXAS TECH  
UNIVERSITY SYSTEM**

Birth is a beginning and death a destination;  
but life is a journey. A going, a growing from stage to stage:  
from childhood to maturity and youth to old age.

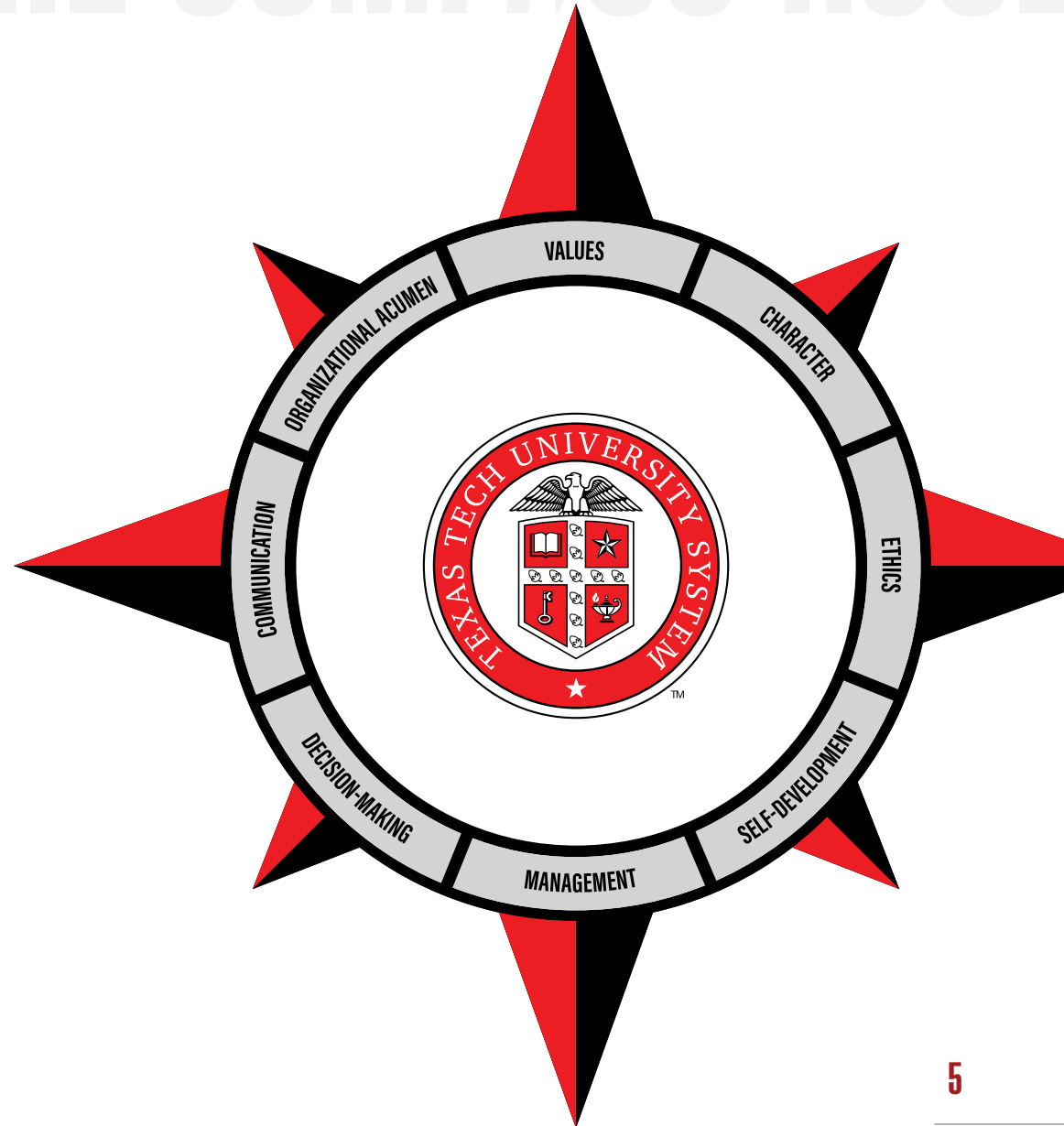
From innocence to awareness and ignorance to knowing;  
from foolishness to discretion and then perhaps, to wisdom.  
From weakness to strength or strength to weakness and  
often back again. From health to sickness and back we pray,  
to health again.

From offense to forgiveness, from loneliness to love,  
from joy to gratitude, from pain to compassion.  
From grief to understanding, from fear to faith;  
from defeat to defeat to defeat, until, looking backward or  
ahead: we see that victory lies not at some high place along  
the way, but in having made the journey, stage by stage, a  
sacred pilgrimage.

Birth is a beginning, and death a destination  
And life is a journey;  
A sacred journey to life everlasting.

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— Alvin Fine



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## A MESSAGE FROM VICE CHANCELLOR STEVE SOSLAND

Shortly after being named as the fifth Chancellor of the Texas Tech University System (TTU System), Tedd Mitchell set our visionary priority to implement a journey to create a sustainable values-based culture throughout the TTU System. He had already championed that as President of Texas Tech University Health Sciences Center (TTUHSC).

His selection of Dr. Lori Rice-Spearman to succeed him as President was critical to ensuring the sustainability of the culture. Working under her visionary guidance, Jason Weber, and his team in the Office of People & Values at TTUHSC, created programs within the framework of what Chancellor Mitchell and President Rice-Spearman established for developing leaders throughout the organization. Their programs serve as a strong foundation on which we can build the Chancellor's Academy for Lifelong Leaders.

This field guide introduces the Chancellor's Academy framework and the eight points of the compass we will use to guide our journey as we develop participants to lead at increasingly higher levels of effectiveness.

We designed the Chancellor's Academy to be both

scalable and customizable. Being scalable means we will have different offerings for the various levels of leaders throughout our organization from students to senior leaders. Being customizable means we recognize the autonomy of each university within the TTU System and will work with each university leadership team to design and tailor curricula to meet their unique leadership needs.

As Alvin Fine says, *"...life is a journey, a sacred pilgrimage, made stage by stage."*

This field guide explains the stages of our leader development journey.



Warm regards,

Steve Sosland

**VICE CHANCELLOR,  
LEADER AND CULTURE  
DEVELOPMENT,  
TEXAS TECH  
UNIVERSITY SYSTEM**

## A CERTAIN KIND OF PERSON

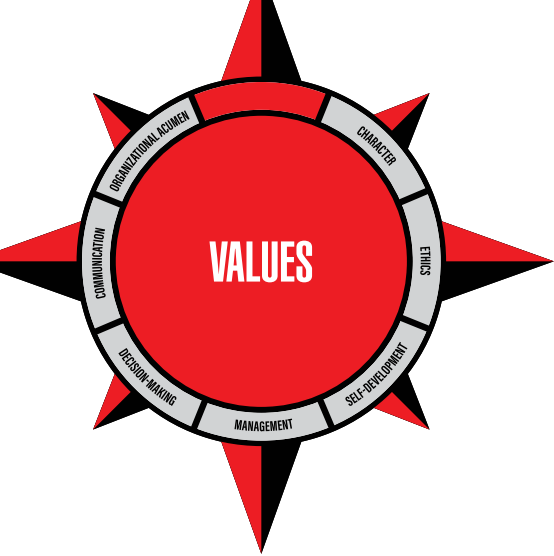
What if students graduated with the perspective that the point of their education is not just to gain knowledge and a degree but to become a certain kind of person. Highly proficient in some domain, yes, but more than that.

The kind of person who sees clearly what must be done and does not wait for permission from authority or peer-group approval to act. The kind of person who sees everything through the prism of core values and who strives to live up to those values in every aspect of work and life. The kind of person who never sees other people as merely an expedient means to one's own career success and who earns the trust and love of those they lead. The kind of person who, by virtue of personal humility and indomitable will in service to a cause larger than oneself, inspires others to help in achievement of Big Hairy Audacious Goals that stimulate progress.

— Jim Collins in the foreword to *Leadership Reckoning*



Texas Tech University



**Each of us possesses a moral compass programmed by parents, teachers, coaches, grandparents, clergy, friends, and peers. The compass is an integral part of our being. It continues to differentiate between proper and improper behavior until the day we die.**

**— John Huntsman, former Utah Governor**

In her book, *Built on Values*, Ann Rhoades tells us that leaders drive values by making the commitment to a values-based culture where they lead by example. Many organizations make the mistake of having a very small group of senior leaders name the values for others to live by.

We believe leaders create the environments that allow team members to live their personal core values that drive their behaviors. Our collective behaviors – how we choose to act – determines our organizational culture.

Unhealthy cultures put people and the goals of the organization at risk. We choose to build healthy, sustainable cultures based on the values of the people in our universities and system teams.

Our journey to create a sustainable, values-based culture began in May 2018 at Texas Tech University Health Sciences Center (TTUHSC) when a team of 104 summit participants identified the core values shared amongst the group. We then held 91 town hall meetings across all campuses and university locations to give the opportunity to all students, faculty, staff, and administrators to give input and make improvements to the original document.

We continued our journey with this model of values summits and town hall meetings throughout the Texas Tech University System. Several universities and departments within these institutions have already begun their values journeys and held values summits. Other organizations are signing up to add values summits to their organizational health plan.

Our academy programs will remind participants of the values and desired behaviors to which we committed during our values summits.

# THE MEANS MATTER

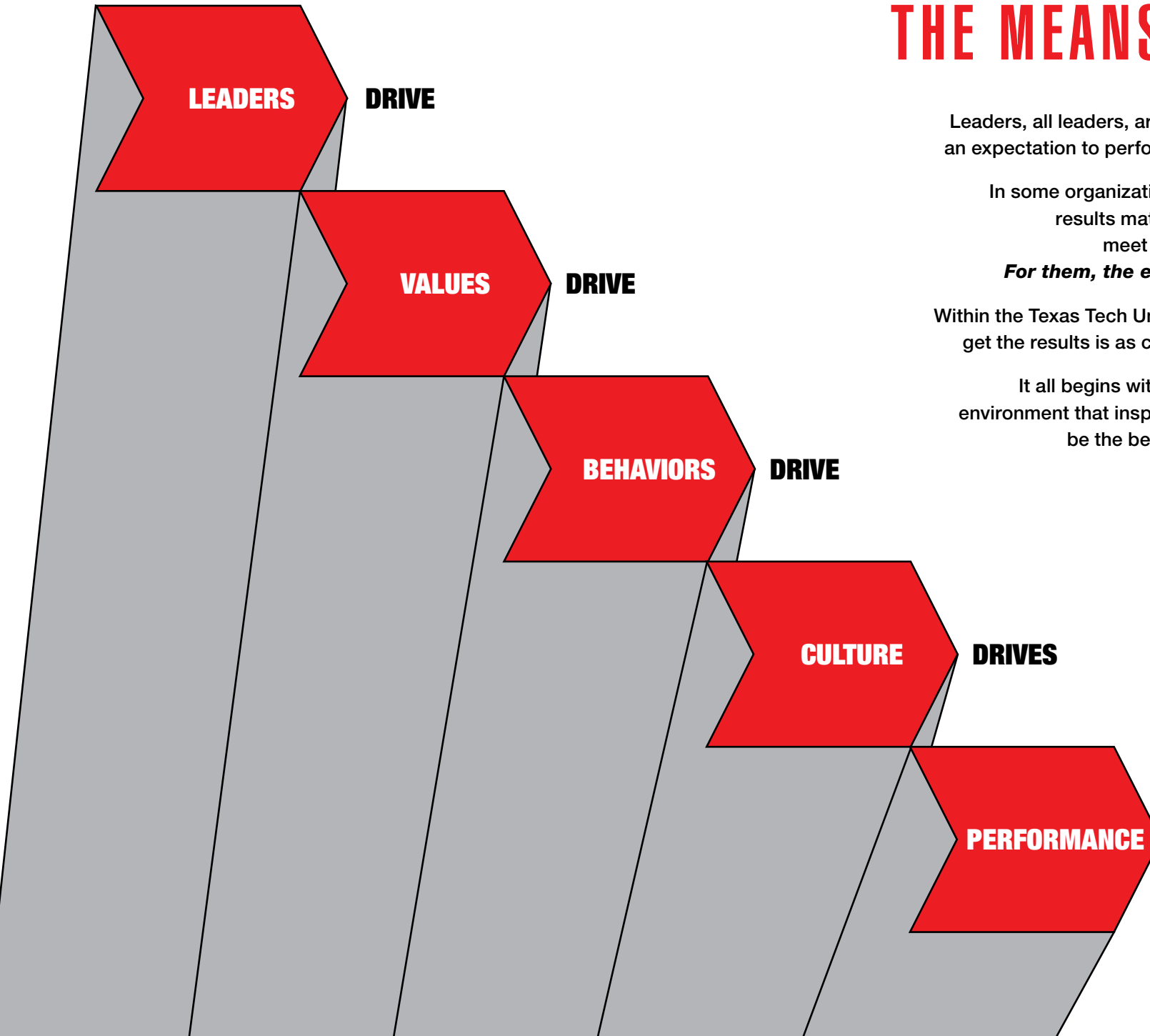
Leaders, all leaders, are hired or promoted with an expectation to perform—and achieve results.

In some organizations, how leaders get the results matters little as long as they meet their performance goals.

***For them, the end justifies the means.***

Within the Texas Tech University System, how we get the results is as crucial as the bottom line.

It all begins with leaders who create the environment that inspires all team members to be the best version of themselves.





## TEXAS TECH UNIVERSITY SYSTEM ADMINISTRATION SHARED VALUES

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### PEOPLE FIRST

*Support those around us*



- Acknowledge and respond to the needs of others
  - Inspire people to grow and learn
  - Be compassionate, kind and willing to serve
  - Actively engage with the community
- 

### INTEGRITY

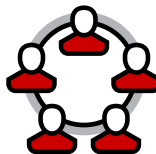
*Adhere to strong moral principles*



- Lead by example
  - Communicate transparently
  - Be authentic in your purpose, expectations and actions
  - Stand up for what is right
- 

### COMMUNITY

*Grow together to achieve mutual success*



- Cultivate collaboration
  - Celebrate and enjoy successes
  - Foster trusted partnerships and teamwork
  - Embrace diversity and encourage unity
- 



*Texas Tech University School of Veterinary Medicine*

### RESPECT

*Value others*



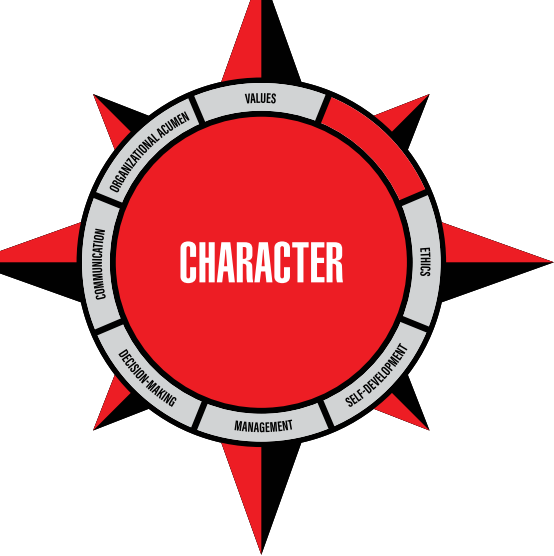
- Be considerate of others' time
  - Listen actively before speaking
  - Seek to understand
  - Treat others with fairness
- 

### EXEMPLARY SERVICE

*Go above and beyond*



- Lead and serve with humility
  - Encourage and exemplify excellence
  - Anticipate and exceed expectations
  - Provide visionary services and solutions
-



**Character without capacity usually means weakness in a leader, but capacity without character means danger.**

**– David Gergen, former presidential advisor**

President Thomas Jefferson founded the United States Military Academy (USMA) at West Point, New York, as the nation's first academy focused on developing lifelong leaders of character. Character development is the primary mission of West Point.

Character is the pattern of behavior and decisions in a person's life that is influenced by the virtues they have developed. Dr. Scott Parsons is the Character Development Integrator at USMA. He writes about different types of virtues:

**MORAL VIRTUES** – Character traits that respect the humanity of ourselves and others.

*Examples: courage, compassion, honesty, justice, respect*

**INTELLECTUAL VIRTUES** – Character traits that develop the habit of lifelong learning and thinking, enabling the pursuit of knowledge and truth.

*Examples: autonomy, critical thinking, judgment, reasoning, reflection*

**CIVIC VIRTUES** – Character traits that serve the common good, enabling thriving communities.

*Examples: citizenship, civility, neighborliness, service, volunteering*

**PERFORMANCE VIRTUES** – Character traits that make it possible for intentions to be realized, enabling excellent work and the achievement of goals.

*Examples: confidence, motivation, perseverance, resilience, teamwork*

**PHRONESIS** – The virtue that enables us to perceive, understand, and act admirably, in complex situations.

This includes discerning what to do and how to do it in situations where there is no good option and our other virtues conflict with one another.

In the academy, we will integrate the specific character virtues one must possess to be successful while leading others. Participants will discuss these virtues and identify the traits that will make them effective leaders within the Texas Tech University System.



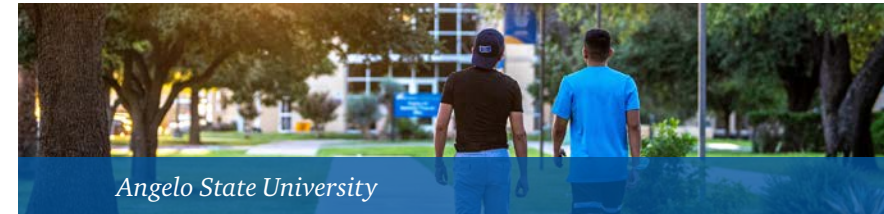
**Ethics is knowing the difference between knowing what we have a right to do and what is right to do.**

— **Potter Stewart, former Associate Supreme Court Justice**

Ethics is the application of the moral principles of our character to the daily decisions we make in our lives.

Michael Beer, Harvard Business School professor, and author of *Fit to Compete* says, “The road to your higher ethical ambition starts with personal reflection about your values and purpose in life. Take the time to have an honest conversation with yourself to help figure out what matters to you, and where your ethics lie.”

In their book, *The Power of Ethical Management*, authors Ken Blanchard and Norman Vincent Peale, describe five traits of ethical leaders:



**PURPOSE** – Be driven by your purpose and use it to guide your actions.

**PRIDE** – Show a sense of healthy pride. Unlike false pride, which stems from a distorted sense of self-importance, healthy pride springs from a positive self-image and confidence in one’s abilities.

**PATIENCE** – Have faith that things will work out well as long as you adhere to your values and principles.

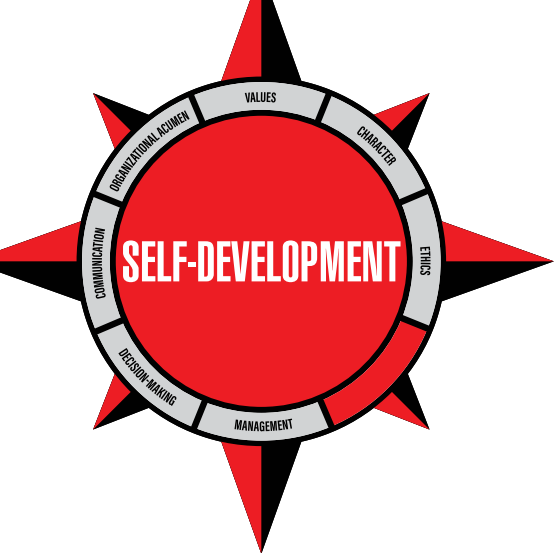
**PERSISTENCE** – Stay the course and remain true to your purpose and values.

**PERSPECTIVE** – Keep the big picture in mind, and understand what’s truly important.

Marianne Jennings, a professor of applied ethics at Arizona State University and author of *Seven Signs of Ethical Collapse*, consults with senior leaders on how to avoid unethical decisions in their organizations.

Participants in the academy will participate in case-study discussions about ethical decisions they are likely to face in their organizations and at their level of responsibility in the organization.

# SELF-DEVELOPMENT



**Give me six hours to chop down a tree, and I will spend the first four sharpening my axe.**

**— Abraham Lincoln**

In Stephen R. Covey's book, *The 7 Habits of Highly Effective People*, the seventh habit is Sharpen the Saw – Principles of Balanced Self-Renewal. He tells the story of walking upon someone in the woods feverishly trying to saw down a tree. The person inquires of the tree cutter, "You look exhausted. Why don't you take a break and sharpen your saw? I am sure the saw will cut much faster if you do." The tree cutter responds, "I don't have time to do that. I am too busy sawing the tree."

We all need time for self-renewal. Time to recharge and reinvigorate ourselves for the work to come. We need to acquire new tools and sharpen the ones we use regularly.



*Midwestern State University*

**There are four dimensions of self-renewal:**

**MENTAL** – Gaining knowledge and visualizing how to use it.

**SOCIAL/EMOTIONAL** – Building relationships and service to others.

**SPIRITUAL** – Realigning with our values, personal meditation or prayer and individual study.

**PHYSICAL** – Focusing on nutrition, exercise and stress management.

Effective leaders build endurance for the long journey of their careers. This includes building positive habits in each of the four dimensions of self-renewal.

Our academy programs will allow participants to create personal development plans in each of the dimensions of renewal and select accountability partners to help each other progress through their plan.



**Leaders are people who do the right thing; managers are people who do things right.**

— Warren Bennis, Leadership Scholar

There are two common schools of thought on the differences between management and leadership:

- 1) All leaders are managers, but not all managers make good leaders.
- 2) All managers are good leaders, but all leaders are not good managers.

Both Warren Bennis and Peter Drucker, two of the most prolific authors on this topic, have similar versions of the opening quote. The point they make is not about trying to label individuals as managers or leaders, but rather understanding that both leadership and management are critical functions needed for the effective organization.

We need people who can create a vision, inspire, galvanize and get results (leading); and we need people



Texas Tech University Health Sciences Center El Paso

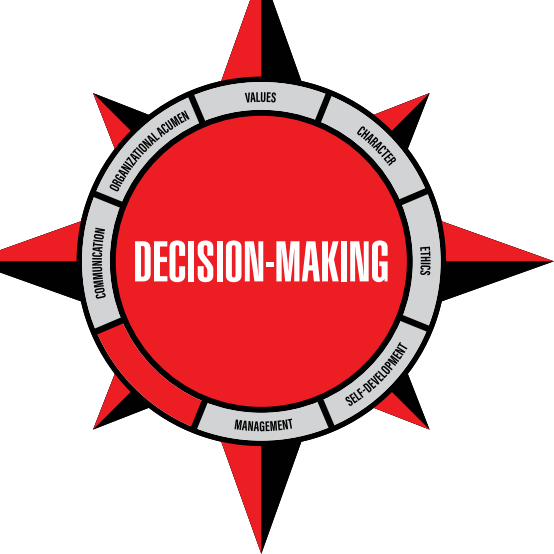
who can plan, staff, organize, prepare, implement, control and measure results (managing). Sometimes, and in some organizations, one person may be able to fill both roles. Often the roles are filled by separate individuals.

Leaders must ensure the functions of management are in place for the organization to run effectively. Ken Blanchard says in his seminal book, *Leadership and The One Minute Manager*, “Managers need to use different strokes (leadership styles) for different folks, depending on their competence and commitment in their present job.

This compass point focuses on the functions of a manager. How do we manage ourselves? How do we manage teams? How do we manage large organizations? The scale may be different, but the challenges are similar. What processes do we put in place to ensure consistent, predictable, positive results?

We will scale our academy programs for management challenges faced in different levels of leadership and tailor the curriculum to fit specific challenges in that university or system entity.

# DECISION-MAKING



**There are risks and costs to action. But they are far less than the long-range risks of comfortable inaction.**  
— John F. Kennedy, 35th U.S. President of the U.S.

Decision-making is a learned competence. We can learn to make good decisions from others – trusted mentors, friends, and colleagues. We can learn through our own experiences of successes and failures. We can also learn the processes of decision-making.

This compass point focuses on decision-making processes for individuals and those in a collaborative team environment.

In the academy, we will discuss:

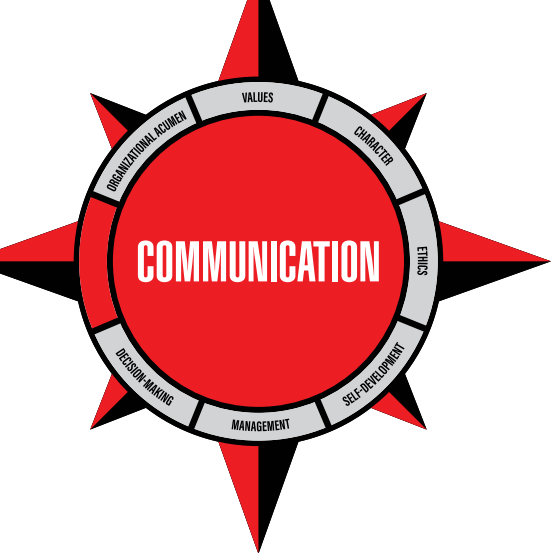
- + how our values inform us during difficult decisions,
- + how to make decisions with limited resources,
- + how to make timely decisions, and
- + how to make decisions when leading through a crisis.



We will study and understand the practice of bringing together highly believable people who are willing to engage in thoughtful disagreement to enhance the quality of decision-making and increase the chance of success.

We will use case studies and historical examples to learn from others and discuss what we will do when faced with similar challenges. Then, applying lessons learned, we will develop algorithms based on values and principles to speed the decision-making process and tailor the methodology to fit the university.

Our academy programs will be scaled for the decisions typically made at that leader level and tailored for unique challenges being faced by that university.



**The single biggest problem in communication is the illusion that it has taken place.**

— George Bernhard Shaw, Irish Playwright

When Stephen R. Covey was writing his most famous book, *The 7 Habits of Highly Effective People*, in the 1980s most organizations' people-development programs centered on individual growth and independence. His first three habits acknowledged this and focused on the principles of Personal Vision, Personal Leadership, and Personal Management.

Covey's next three habits helped lead the transformation from independence to interdependence—collaboration and breaking through silos. These habits focused on the principles of Interpersonal Leadership, Empathetic Communication, and Creative Cooperation.

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This new focus on interdependence meant that the one-way, directive communication that had been so much



Angelo State University

of organizational development history would no longer work effectively as we transitioned to new generations in the work place. It became increasingly important to develop the next generation of leaders by listening to them and empowering them to learn, lead and communicate effectively.

In 2004 Covey published *The 8th Habit: Find your voice and inspire others to find theirs*. This new emphasis on empowerment has led us to focus on behaviors like listen to understand, assume good intentions, and respond rather than react.

Our academy programs will remind participants of the importance of collaborative communication to develop a positive working environment that leads to better solutions for complex challenges.

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**Success flourishes when employees execute the organization’s strategy and connect its success to their personal accomplishments.**

— Henrik Ekelund, President & CEO of BTS Group

Industrial-organizational Psychologist Marta Wilson explains,

“People who have mastered organizational acumen exhibit an understanding of how their organizations work and how different elements influence or interact with one another. Organizational acumen includes knowledge of systems, people, structures, and processes that work together to make the enterprise healthy or unhealthy. In a leading-edge workforce, organizationally masterful individuals talk matter-of-factly about the value chain including people, processes, inputs, suppliers, outputs, customers, and outcomes.”



*Texas Tech University Health Sciences Center Amarillo Campus*

Effective individuals master their required competencies, build strong relationships, and get results in their part of the organization. For many, the pace of our daily work causes us to keep our heads down, focus on the tasks in front of us, and work closely with those in our own silos.

According to Robert Kaplan, Harvard professor and author of *The Balanced Score Card*, “A mere 7% of employees today fully understand their organization’s strategies and what is expected of them in order to help achieve organizational goals.”

Our academy programs will introduce participants to the organizational structure of each entity within the Texas Tech University System. We will review the purpose, vision, and mission for each university and the TTU System Administration. We will review the budget process, funding sources, and the grant proposal procedures. We will get an overview of relevant State Laws, Regents’ Rules, System Regulations, and Operating Policies.

Participants will build relationships and work closely with others from different parts of the system in order to create synergies to enrich their work.



## LEADERSHIP DEVELOPMENT PROGRAMS

Each of our programs are designed to build a solid foundation and enhance a leaders skill set along with way. Ideally, a participant will complete these programs in order, but we also understand each leader has different leadership experiences and needs. We ask you to reflect on your leadership journey to see which of these programs will add value for you.



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## OUR VALUES INITIATIVE

The *Our Values* initiative is a six-month program designed to bring our values to life. Sessions will focus on each of our values and guidance will be provided on how we can operationalize each of our values.

Session Topics Include:

- + Our Values: Where we started and where we are going
- + People First
- + Integrity
- + Community
- + Respect
- + Exemplary Service



Angelo State University

## LEADERSHIP FOUNDATIONS

This six-month program is designed to introduce leadership theories and models to TTU System participants who have an interest in moving into a leadership role within their organization.

- + Principles of Leadership
- + Emotional Intelligence for Leaders
- + Leadership Communication
- + Transforming Conflict into Collaboration
- + Feedback Essentials
- + Building Your Leadership Presence



Texas Tech University Health Sciences Center

## EMERGING LEADERS PROGRAM

This nine-month program is designed to provide functional knowledge of effective leadership to those with less than three years of supervisory experience.

### Session Topics Include:

- + Six Dimensions of an Effective Leader
- + Emotional Intelligence
- + Understanding Unconscious and Conscious Bias
- + Leading with Your Strengths
- + Developing Your Team
- + Leading for Results
- + Managing Conflict
- + Leading Your Team
- + Motivating Your Team



Texas Tech University Health Sciences Center El Paso

### NEXT-LEVEL LEADER PROGRAM

This nine-month program is designed for those participants who have experience in a supervisory position and seek to further develop their personal and professional leadership style.

#### Session Topics Include:

- + Values-Guided Leadership
- + Next-Level Character
- + Leadership Ethics
- + Developing Self
- + Next-Level Management
- + Intentional Decision-Making
- + Next-Level Communication
- + Organizational Acumen
- + Next-Level Self-Awareness



Texas Tech University

### ONE TEAM FELLOWS PROGRAM

This 16-month program is designed to provide high-level leader development that includes engaging classroom instruction, team and organization-wide projects, readings and various other experiences designed to enhance the leadership abilities of those who aspire to senior leadership roles.

#### Session Topics Include:

- + Authentic Leadership
- + Emotional Intelligence I & II
- + Developing your Influence
- + Team Development
- + Psychological Safety and Trust
- + Adaptability and Resilience
- + Critical Thinking/Decision Making
- + Leadership Well-Being
- + Diversity and Inclusion
- + Organizational Issues
- + Lessons Learned in Leadership
- + TTU System Team projects

## 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.

**TEDD L. MITCHELL, M.D.** 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, TANYA FRALEY, DESHUN AVERY, JACQUE JACKSON AND TOM PRICE** in the Office of People & Values at the Texas Tech University Health Sciences Center (TTUHSC) designed and piloted the programs that will be the foundation of the academy.

**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.



*Texas Tech University Health Sciences Center El Paso*

**SCOTT PARSONS, PH.D.**, Character Development Integrator in the Character Integration Advisory Group at the United States Military Academy, West Point, New York, who shared his work on virtues and character development.

**RYAN BROWN, PH.D.**, 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.

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