



TEXAS TECH UNIVERSITY SYSTEM  
Values Culture™

Field Guide  
Summer 2021





TEXAS TECH UNIVERSITY SYSTEM

# Values Culture™

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Summer 2021

# MISSION

To provide leadership and support services for Texas Tech University, Texas Tech University Health Sciences Center, Texas Tech University Health Sciences Center El Paso, Angelo State University and Midwestern State University in the fulfillment of each component's individual mission.

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## SHARED VALUES

**People First | Integrity | Community**

**Respect | Exemplary Service**

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## A Message from the **Chancellor**

The Texas Tech University System celebrated its 25th anniversary in 2021. Three general academic universities and two health-related institutions comprise the TTU System, a dynamic force in higher education that has emerged as one of the top public university systems in the nation.

Our TTU System Administration, along with our component universities, is committed and focused on advancing higher education, health care, research and outreach while taking a leading role in meeting the global challenges of today and the future.

In November 2019, the TTU System Administration came together to embark on a values-based culture journey. Our mission was to identify and establish a set of values our team members commonly share. From our initial Values Culture Retreat to continued town halls and conversations surrounding our core beliefs, team members developed a set of guiding principles we hold ourselves accountable to each day.

I am proud of the servant leadership we provide our component institutions, delivering support services and guidance in the achievement of their missions and educating our students.

For our TTU System Administration, this field guide is our playbook — our plan to build on our recognized strength and position as a leader in meeting those global challenges of today and the future. A special thanks goes to those who helped shape its contents. I challenge each of us to use this field guide to achieve the culture we all deserve and strive for in our work. I look forward to celebrating our many accomplishments along the way.



Tedd L. Mitchell, M.D.  
Chancellor

# Introduction to a Values-Based Culture

When the TTU System Administration team gathered in November 2019, it was for the purpose of identifying our Shared Values – values deeply embedded in each of us – that we share with other members of the TTU System Administration team and that we want to use to shape our culture.

We identified Values Ambassadors and Teams who are helping us integrate our values into our daily lives. This field guide is a supplement to their remarkable work.

*Together, we will  
build our ideal  
culture based on  
the values we  
share.*

Field guides, by their nature, are designed to be used frequently. They are to be carried with us, not placed on a shelf. This guide contains tools for each of us to use in self-reflection, conversations with others and organizational decision-making.

I encourage you to take time to read through this guide. It serves as a quick reference for the values and behaviors to which we have committed to hold ourselves accountable. It also has valuable tools to improve our individual and team





effectiveness and our ability to build stronger relationships with others.

Together we will build our ideal culture based on the values we share.

Warm regards,

*Steve*

Steve Sosland  
Chief People Officer

# SHARED VALUES

Our TTU System Administration came together as one team to identify the values we commonly share and want to guide us each day. These five Shared Values impact how we carry out our mission at the TTU System Administration.



## 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



## 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*

# System of Values

A system can be defined as “a set of principles or procedures by which something is done.” These principles steer the endeavor and provide a clear path forward.

For the TTU System Administration, the “something” that must be done is the fulfillment of our mission to support our universities’ focus on the advancement of higher education, health care, research and outreach. Having team members who are committed to allowing our Shared Values to be the principles by which they work, realize individual achievements and reach institutional objectives is how we will fulfill that mission.

This tool kit was developed to aid in that pursuit. It contains information from multiple resources to help team members grow and learn during their values journey. It also provides practical materials that allow for the engagement of our values when facing critical decisions, carrying out everyday responsibilities and interacting with others both inside and outside of the TTU System Administration.



## ***Tool Kit***

- > **Crucible Moments**
- > **Building Trust**
- > **Servant Leadership**
- > **Courage**
- > **Crucial Conversations**
- > **Engagement**
- > **Accountability**
- > **Self-Assessment**



**When the student is ready the teacher will appear.**



**- Buddhist Proverb**

# Crucible Moments

*A crucible moment is a singular transformative experience that tests a person's commitment to their core values and can change the course of a person's life.* These occur when we make a critical mistake or behave in a way that has the potential to cause great harm to ourselves and others.

While we may try to avoid them, most of us will have high-pressure, crucible moments like this. When we encounter them, we have an opportunity to transform a negative experience into rare and profound growth. The test of one's character is in how we choose to respond. Our choice will contribute to our reputation and ability to transform ourselves into someone stronger and more capable of handling even tougher challenges. Or not.

**In confronting a crucible moment, each of us has three choices:**

**1. Confront**

**2. Minimize**

**3. Ignore**

## **Relate it to our Shared Values:**

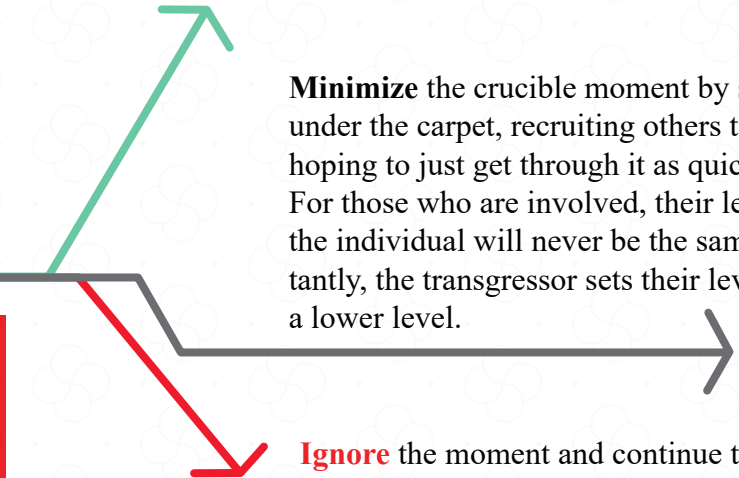
- > People First – We learn and grow by confronting crucible moments.
- > Integrity – Doing so requires transparent and authentic communication.
- > Community – We cultivate collaboration and ultimately build trust.
- > Respect – There must be respect for these moments to be durable.
- > Exemplary Service – This builds our capability to handle even tougher challenges.

“Crucibles force people into deep self-reflection, where they examine their values, question their assumptions and hone their judgment.”

– Warren Bennis

Adopted from *Crucibles of Leadership*  
by Robert J. Thomas

**Confront** the moment with courage and the willingness to undergo the scrutiny of intense heat and pressure. When the transgressor recognizes their poor behavior, publicly admits it and chooses to move in a positive direction, the individual seizes the opportunity to create meaning from hardship and develops the tools to learn and to lead.



**Minimize** the crucible moment by sweeping it under the carpet, recruiting others to secrecy and hoping to just get through it as quickly as possible. For those who are involved, their level of trust in the individual will never be the same. More importantly, the transgressor sets their level of integrity at a lower level.

**Ignore** the moment and continue the negative behavior. Choosing this route risks causing more harm to self and others. It will eventually cause the transgressor to spiral out of control and fall beyond the point of recovery.

# Building Trust

What is the key to working through a crucible moment, coming out stronger and having built a higher degree of trust with those around us? In his book, *The Speed of Trust*, Stephen M.R. Covey lists thirteen behaviors of a high-trust leader. This following chart serves as a road map for trust building.

Behaviors	What to Say
Talk Straight	Be honest. Tell the truth. Let people know where you stand.
Demonstrate Respect	Care for others and show it. Treat everyone with respect, especially those who can't do anything for you.
Create Transparency	Tell the truth, be real, genuine, open and authentic.
Right Wrongs	Admit when you're wrong, apologize quickly, show humility, don't let pride get in the way of doing the right thing.
Show Loyalty	Give credit to others, speak about people as if they're present and represent others who aren't there.
Deliver Results	Establish a track record of getting the right things done. Make things happen, on-time and within budget. As Yoda says, "Do or do not, there is no try."
Get Better	Continuously improve. Increase your capabilities. Be a constant learner. Don't consider yourself above feedback.
Confront Reality	Tackle all issues head-on, even the "undiscussables." Address the tough stuff directly. Confront the reality, not the person.
Clarify Expectations	Disclose, reveal and validate expectations. Don't assume they're clear or shared. Renegotiate if needed/possible.
Practice Accountability	Hold yourself accountable first, others second. Take responsibility. Be clear on how you'll communicate how you're doing and how others are doing. Don't blame.
Listen First	Listen before speaking. Understand, diagnose, listen with ears, eyes and heart.
Keep Commitments	Say what you'll do, then do it. Make commitments carefully and keep them at all costs. Don't break confidences.
Extend Trust	Extend trust abundantly to those who've earned it, conditionally to those who are still earning it.





## Relate it to our Shared Values:

- > People First – Admit when you’re wrong, apologize quickly and show humility.
- > Integrity – Say what you’ll do, then do it.
- > Community – Care for others and show it.
- > Respect – Listen before speaking.
- > Exemplary Service – Establish a track record of getting the right things done, then improve.

Opposite	Counterfeit
Lie. Deceive.	“Spinning,” positioning, posturing and manipulating.
Show disrespect or not care about others.	Faking respect, showing respect for some but not all.
Hide, cover up, obscure things.	Having hidden agendas, withholding information.
Deny, justify or rationalize wrongful behavior.	Cover up, disguise, hide mistakes until forced to admit error.
Take undeserved credit, betray others.	Being gossipy and two-faced, appearing to give credit when they’re present but downplaying their contribution and taking credit when they’re not around.
Overpromise & under-deliver.	Delivering activities instead of results - doing busywork without accomplishing anything real.
Rest on your laurels, become irrelevant.	Learning but never producing, force-fitting things into what you’re good at.
Ignore reality, be in denial.	Focus on side issues while skirting the real issues.
Leave expectations unclear or undefined.	Guessing. Fail to pin down specifics for meaningful accountability.
Not taking responsibility.	Point fingers and blame others, fail to enforce consequences when expectations aren’t met.
Speak first and listen last or don’t listen at all.	Listen just to formulate your response, pretend to listen.
Break commitments, violate promises.	Make vague, elusive promises that can’t be pinned down.
Withhold trust.	Extend false trust - giving responsibility without authority, then micromanage, “snoopervise” and hover.

# Servant Leadership

A culture of servant leadership helps promote trust.

Robert K. Greenleaf, founder of the servant-leadership movement, says:

- > Servant-leaders are servants first, leaders second.
- > They are motivated by a desire to serve, then they make a conscious choice to lead.

## **Are you a servant leader? Yes, if you can say:**

- > Those served grow as people.
- > While being served, they become healthier, wiser, freer, more autonomous and more likely themselves to become servants.
- > The least privileged in the culture benefit, or at least do not become further deprived.

## **Lessons from Stephen M.R. Covey's *The Speed of Trust***

**LISTEN FIRST**— Genuinely seek to **UNDERSTAND** another person's thoughts, feelings, experiences and point of view **BEFORE** trying to diagnose, influence or prescribe.

**DEMONSTRATE RESPECT**— Treat others as you would want to be treated.

## What is LEADERSHIP?

The ability to influence others to work energetically to achieve goals that are recognized as being for the common good.

### LEADERSHIP is not POWER

Power is the skill to compel or persuade someone to do what you would like, even if they would prefer not to, because of your title or control.

### LEADERSHIP is not MANAGEMENT

“You manage things,  
you lead people.”  
(James Hunter, *The Servant*)

### LEADERSHIP grants AUTHORITY

Authority is the skill of convincing people to execute your vision because of your individual influence.

Authority cannot be bought, sold, given or taken away. It's about:

- > Who you are as a person.
- > Your character.
- > The influence you've built with people.

## 10 Characteristics of Someone Who Leads With Authority

1. Honest, trustworthy
2. Good role model
3. Caring
4. Committed
5. Good listener
6. Holds people accountable
7. Treats people with respect
8. Gives people encouragement
9. Positive, enthusiastic attitude
10. Appreciates people

“

*It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.*

”

**- President Theodore Roosevelt**



# Courage

Stepping into the arena of higher-education system administration takes courage; supporting the missions, initiatives and expectations of multiple stakeholders within the TTU System and in the community while living our values even more so. Working in a values-based culture requires us to courageously and vulnerably abandon our fears of rejection, disagreements, retaliation, disappointment and failure. We must break away from the status quo and step into the arena.

Author Brené Brown writes about the combination of displaying courage and being vulnerable. She says, “I want to be in the arena. I want to be brave with my life. And when we make the choice to dare greatly, we sign up to get our asses kicked. We can choose courage or we can choose comfort, but we can’t have both. Not at the same time. Vulnerability is not winning or losing; it’s having the courage to show up and be seen when we have no control over the outcome.”

“There is no effort without error and shortcoming.” We must acknowledge the possibility of coming up short, while not allowing that possibility to dissuade our efforts. Why should we choose to be courageous and vulnerable? Brown states, “No vulnerability, no creativity. No tolerance for failure, no innovation.” It is inside the arena that progress, both personal and organizational, takes place.

## Relate it to our Shared Values:

- > People First – Inspire others by being the first to display vulnerability.
- > Integrity – Values journey takes courage and breaking the status quo.
- > Community – We can all grow together when one shows courage.
- > Respect – Don’t be afraid to fail; be afraid not to have tried.
- > Exemplary Service – No vulnerability, no creativity.

# Crucial Conversations

One of the most crucial skills we can each develop in order to reach our mission is the capability to conduct crucial conversations. According to author Kerry Patterson in his book *Crucial Conversations*, the nature of a conversation is crucial when it meets the following criteria:



Examples of crucial conversations include delivering bad news, giving constructive feedback, confronting a behavioral issue and addressing loss of trust.

We each have three options when faced with negative behaviors from another person:

1. **Accept the negative behavior** – do nothing.
2. **Change our environment** – leave the team or help the other person leave.
3. **Confront the behavior** – partner with the other person and work together towards the change we want to see.

## There are seven steps to crucial conversations:

1. *Identify* the purpose.
2. *Compose* the message.
3. *Deliver* the message.
4. *Listen* to understand.
5. *Create* the pathway to a win-win resolution.
6. *Determine* time frame and deadlines.
7. *Provide* ongoing feedback and support.

### Typical Conversation:

Steve, your results have not been satisfactory and you need to get your work done on time. Nobody on the team trusts you.

### Preferred Conversation:

Steve, you know we are creating a values-based culture at the TTU System Administration. I am concerned that you are losing trust with our team. When you make commitments and then fail to deliver results in the timeline we agreed upon, you cause other team members to pick up your slack and work outside of their strengths and priorities. We need you to carry your weight and deliver results on time in the areas where you are strong.

### Relate it to our Shared Values:

- > People First – Be compassionate and inspire growth.
- > Integrity – Be authentic and transparent.
- > Community – Foster trusted partnerships and teamwork.
- > Respect – Seek to understand.
- > Exemplary Service – Encourage excellence.

# Engagement

When we are engaged in our work, it is reflected in our performance and sense of fulfillment. Others can sense it and mutually benefit from it.

At its core, the role of supervising is not about managing work, it is about leading people. Supervisors and employees alike can boost the organization and the culture by fostering relationships and helping those around them engage in their work.

Using Gallup’s extensive database of employee and manager interviews, authors James K. Harter and Rodd Wagner identify in their book *12: The Elements of Great Managing* the aspects of work life that are at the core of explaining workers’ engagement and motivation. From this, 12 elements emerged as the core of the unwritten social contract between employee and employer, giving rise to the most important conversations and routines that can affect performance – the fundamentals about which respondents were saying, “If you do these things for us, we will do what the company needs of us.”

## Relate it to our Shared Values:

- > People First – Encourage and acknowledge development.
- > Integrity – Be authentic in your expectations.
- > Community – Recognize good work; be a friend.
- > Respect – Care about others as people; consider the opinions of others.
- > Exemplary Service – Remember our mission; commit to quality.



## Elements of Great Managing

1. I know what is **expected** of me at work.
2. I have the **materials and equipment** I need to do my work right.
3. At work, I have the **opportunity** to do what I do best every day.
4. In the last seven days, I have received **recognition or praise** for doing good work.
5. My supervisor, or someone at work, seems to **care about me** as a person.
6. There is someone at work who **encourages my development**.
7. At work, **my opinions seem to count**.
8. The mission or purpose of my company makes me **feel my job is important**.
9. My associates or fellow employees are committed to doing **quality work**.
10. I have a **best friend** at work.
11. In the last six months, someone at work has talked to me about **my progress**.
12. This last year, I have had **opportunities at work to learn and grow**.

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*Behind each of these elements is a fundamental truth about human nature on the job. The correlations between each element and better performance not only draw a road map to superior managing; they also reveal fascinating insights into how the human mind – molded by thousands of years of foraging, hunting and cooperating within a close-knit and stable tribe – reacts in a relatively new, artificial world of cubicles, project timelines, corporate ambiguity and constantly changing workgroup membership.*

# Accountability

Accountability is to willingly accept the full responsibility of one's actions, behaviors, obligations and commitments, even so far as the impact they have on the actions and behaviors of others. It is the conduit between activity and quality results.

When we start working on a great idea and do not hold ourselves accountable, we run the risk of creating an inconsistent, flavor-of-the-month mentality. Similarly, without accountability, the quality of our results is compromised.

## **We practice accountability in four ways:**

- > Hold ourselves accountable.
- > Allow others to hold us accountable.
- > Hold others accountable.
- > Recognize others who hold themselves accountable.



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**“It is wrong and immoral to seek to escape the consequences of one’s acts.”**



**- Mahatma Gandhi**



# Sustainability

Organizations don't create sustainable cultures.

People do.

Sustainability occurs when the majority of the team members commit to living a life of Shared Values and influencing others around them to do the same.

It's up to us as a team.

# Self-Assessment

This tool is provided so you can routinely evaluate your engagement with the TTU System Administration Shared Values. We recommend considering these questions monthly.

1. *Is your office door open or closed most of the day?*
2. *Have you had any meaningful conversations with coworkers?*
3. *Have you given someone praise?*
4. *How many times a day do you leave your desk?*
5. *How many people do you typically interact with in a day?*
6. *How many times have you eaten with someone you work with?*
7. *How have you reacted when others approached you in your workspace?*
8. *Have you included someone in an activity?*
9. *Have you physically assisted anyone, work or non-work related, here in the building?*
10. *Do you feel that you are approachable?*
11. *Have you asked others for advice and vice versa?*
12. *Do you behave in the same manner with all groups of people or differently depending on who is around you?*
13. *Have you confronted any crucible moments?*
14. *Have you held yourself accountable?*
15. *Have you held someone else accountable?*
16. *Has someone held you accountable?*
17. *Have you made excuses for yourself?*

18. *Have you told others where you stand on a matter?*
19. *Have you kept your commitments?*
20. *Have you righted any wrongs?*
21. *Have you acted ethically?*
22. *Have you spoken out against or reported any unethical conduct you are aware of?*
23. *Have you communicated transparently?*
24. *Do you respond to messages/emails quickly or does it take you awhile?*
25. *Are you the first person to speak in a group setting or 1-on-1?*
26. *Do you prepare for meetings or wait until you get there to participate?*
27. *Have you spoken about people as if they were present?*
28. *Have you represented someone who wasn't in a conversation?*
29. *Have you extended trust to anyone deserving?*
30. *Have you delivered the results you promised or that were expected of you?*
31. *Do you feel engaged at work?*
32. *Have you engaged in any crucial conversations? If so, how did they go?*
33. *Have you made yourself vulnerable?*
34. *Do you feel like you are able to have discussions within your department and/or with your supervisor?*
35. *Do you consider others' thoughts and opinions when making decisions?*

# Our Values Pledge



We are on a journey to foster a values-based culture within the TTU System Administration. The compass rose lapel pin symbolizes our journey and reminds us and others which direction to head when the way is in doubt. The pin is available for all team members who choose to take a pledge and commit to our values-based culture.

To submit your pledge and receive a pin, please contact your department's Values Ambassador.

- I pledge to hold myself accountable to live our values every day.
- I pledge to allow others to hold me accountable to live our values.
- I pledge to hold others accountable to live our values.
- I pledge to intentionally work hard to recognize and celebrate others who live our values.



## Power of the Pin

This pin is a reminder of the Shared Values we are striving to carry out as a member of the TTU System Administration team.

Sometimes we feel like we are the only ones doing our part and wonder if anyone else is living our values. Every day, fellow TTU System Administration team members face challenges that make it tough to live our values. Seeing the pin may be just the thing they need to understand they are not alone and have someone willing to help them.

When we choose to wear this pin, we are showing our commitment to live our Shared Values: People First, Integrity, Community, Respect and Exemplary Service.

# Values Teams

To help us uphold our Shared Values and implement them into our daily routines, the TTU System Administration has created Values Teams. The teams, made of representatives across the TTU System Administration offices, carry out initiatives to help move our culture forward and facilitate living our values.

## Communications

Develop and implement effective internal policies and procedures that communicate the TTU System Administration's Values Culture to current, new and prospective employees, partners and constituents.

## Engagement

Provide tools and opportunities for individuals to engage with and implement the TTU System Administration's Shared Values into their everyday lives. Periodically evaluate engagement as well as what it means for individuals to live our Shared Values.





## Love Our Work

Develop initiatives to enhance and bolster our work community through building a Values Culture whereby TTU System Administration employees enjoy their work environment and feel known and appreciated by the TTU System Administration family.

## Rewards and Recognition

Strengthen our culture of recognition and appreciation, as well as integrate Shared Values into our everyday behaviors. Develop and implement an organizational rewards and recognition program that reinforces the Shared Values and celebrates individuals who live those values.



# Acknowledgements

**Tedd L. Mitchell** and **Steve Sosland**, for their vision and leadership in embracing a values-based culture.

**TTU System Administration team members**, for their participation in the Values Summit to identify the values and behaviors we would like to exemplify our culture and for their commitment to build a values-based culture for their current and future teammates, their communities and themselves.

## **All who helped plan and facilitate our Values Summit:**

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Justin White - TTUHSC

**Inaugural Values Ambassadors**, who are at the forefront of upholding our Shared Values and moving the values-based culture forward, and **Values Team members**, whose vigorous work has laid the foundation for the TTU System Administration to live our Shared Values each day:

Jonathan Anders	Laura Hayes <sup>^</sup>	David Mondt
Leslie Breslin <sup>^</sup>	Deonne Hearon	Hannah Parr <sup>^</sup>
Jennifer Brown <sup>*</sup>	Tobi Heinrich <sup>^</sup>	Dawn Payne
Mikela Bryant	Jenna Hightower	Renée Posey
Carlos Casarez <sup>^</sup>	Chelle Hillis	Abi Ramachandran <sup>^</sup>
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Dailey Fuller <sup>*</sup>	Rachel McDuff	Emily Wilkinson <sup>^</sup>
Adrian Hawkins <sup>^</sup>	Keino McWhinney	

\* Values Ambassador only | <sup>^</sup> Values Team member only

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# Sources

This field guide contains information from thought leaders of a wide variety of topics. As part of our commitment to our Shared Values and personal development, we encourage you to read the source documents for topics of interest to you.

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# NOTES



